



# City of Chelsea

## Capital Improvement Program

FY 2007-2011

***“PROGRESS”***



JAY ASH  
CITY MANAGER

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CITY OF CHELSEA

CAPITAL IMPROVEMENT PROGRAM  
FY 2007 - 2011

*"PROGRESS"*

JAY ASH  
CITY MANAGER

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FEBRUARY 2006





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# OVERVIEW

## EXECUTIVE SUMMARY

Chelsea's five-year Capital Improvement Program (CIP), "*PROGRESS*", is the City's eleventh consecutive capital planning document. Keeping with the City Charter, this FY 2007-2011 CIP adheres to the same planning framework as was employed in past documents. While the basic planning framework remains steadfast, the spirit of CIP planning will typically involve refinements from year to year in response to the economic climate. The benefits of the establishment of the CIP database developed in FY'02 continue to be realized; again, this year's Plan was developed with significantly greater efficiency than those in the past. In addition, a quarterly capital improvement project monitoring plan, utilizing new contract tracking capabilities, continues to be utilized. Management's increased attention to balancing project planning with fiscal planning will render deliverables of a higher quality within a fiscal plan that is uncompromising to future CIP fiscal planning initiatives. The CIP is not a static process. The creation of this CIP is based on the best available information at the time of development. However, circumstances during the budget year and out years do change, which may then require a change in the plan.

"*PROGRESS*" continues the focus on basic infrastructure activities, where the City's needs, while reduced through ten years of focused investment, are still significant. Where possible, it prioritizes investments that combine City initiatives to improve quality of life and economic development. In fact, the CIP is closely linked to land use and development plans.

The CIP is a multi-year, fiscal planning document that identifies long-term improvements to the City's infrastructure and facilities, and provides a program for prioritizing, scheduling and funding. It is comprised of two parts: a capital budget, which is the upcoming fiscal year's plan; and a capital program, which is the plan for capital expenditures for the four years beyond the capital budget. The CIP is prepared in conformance with the City's Charter and Administrative Code, under the City Manager/City Council form of government. It is divided into seven "Program Areas".

**Utility Enhancement** projects will total approximately \$5,857,835 in FY'07. Utility Enhancements planned for this fiscal year include enhancements in the Gerrish Neighborhood District, Highland Street, Fourth Street, Carter Street and the Crescent Avenue area.

**Surface Enhancement** projects will total approximately \$1,606,500 for FY'07. Surface Enhancements planned for this fiscal year include Gerrish Avenue, Library Street, Bellingham Street, Arlington Street, Everett Avenue, Tudor Street, Beacon Street and Crescent Avenue.

## EXECUTIVE SUMMARY

**Public Buildings and Facilities** will total approximately \$465,000 for FY'07 and \$1,710,000 over the five years of the CIP. Efforts continue in upgrading public buildings. In FY'07, the City will undertake maintenance projects replacing skylights and terra cotta at the roof line in City Hall. Also, the School Department will repair and or replace equipment in the High School's air conditioning system.

**Public Safety** will total approximately \$75,000 for FY'07 and \$1,331,000 over the five years of the CIP. In FY'07, the Fire Department will replace the chief's car and bunker gear. The Police Department will replace the firearms trailer.

**Parks and Open Space** This program addresses is a critical component in sustaining quality of life in the City. The goal is to perform major improvements to one park per year, as well as minor improvements to other parks on an as-need basis. In FY'07 Parks and Open Space will total \$70,000 and \$580,000 over the five years of the CIP.

**Equipment Acquisition** will total approximately \$135,000 for FY'07 and \$535,000 over the five years of the CIP. Due to the current economic environment and the success of the CIP process to update the City's rolling stock, this CIP extends the rolling stock replacement cycle from 10-years to a 13-year schedule. In FY'07, Equipment Acquisition will allow the Inspectional Service Department to acquire technology so that the inspectors remain in the field with out the need to return to the office to complete data entry and property file review.

**Administration and Contingency** will total approximately \$84,000 for FY'07 and \$400,000 over the five years of the CIP. This program area continues to be responsible for the creation, management and oversight of the CIP. It currently does not provide contingency funding for modest cost overruns associated with the execution of the capital projects presented. It has been the City's experience that modest overruns can be assumed with in the CIP through cost savings on other projects.

## INTRODUCTION

In a similar process as undertaken for the last ten years and as now required by the City Charter and Administrative Code, the City of Chelsea will compile a five-year Capital Improvement Program, the FY 2007-2011 (July 1, 2006 - June 30, 2011) CIP which includes the FY'07 Capital Budget (July 1, 2006 - June 30, 2007). A CIP is a fiscal planning tool that documents the City's capital asset needs, ranks the needs in order of project priority, and schedules projects for funding and implementation. The CIP is a dynamic process and one that is likely to change from year to year. The process provides the opportunity to plan for major expenditures in the future and to evaluate new proposals based on more current data.

The CIP lists each proposed project to be undertaken in the next two years, the project justification, the year it will begin, the amount expected to be expended each year, and the proposed method of financing. In addition, the CIP provides a tentative project listing by category and financing source for years three through five as a strategic planning and budgeting tool. Based on this information, summaries of planned capital activity, and their funding requirements, for each of the five years are prepared and presented. The CIP is a composite of the City's infrastructure needs, tempered by current and future financial planning and capacity.

### **What is a capital improvement?**

A capital improvement is a major, non-routine expenditure for new construction, major equipment purchase, or improvement to existing buildings, facilities, land or infrastructure, with an estimated useful life of eight (8) years or more, and a cost of \$10,000 or more.

Among the items properly classified as capital improvements are:

- ◆ New public buildings, or additions to existing buildings, including land acquisition costs and equipment needed to furnish the new building or addition for the first time;
- ◆ Major alterations, renovations, or improvements to existing buildings which extend the useful life of the existing buildings by ten (10) years;
- ◆ Land acquisition and/or improvement, unrelated to a public building, but necessary for conservation or parks and recreation purposes;
- ◆ Major equipment acquisition, replacement or refurbishment, with a cost of at least \$10,000, and a useful life of at least thirteen (13) years, including data processing equipment;
- ◆ New construction or major improvements to the City's physical infrastructure, including streets, sidewalks, storm water drains, the water distribution system, and the sanitary sewer system, which extend the useful life of the infrastructure by at least ten (10) years, and
- ◆ A feasibility study or engineering design services which are related to a future capital improvement.

## INTRODUCTION

### **What are the benefits of a capital improvement program?**

- Facilitates coordination between capital needs and the operating budgets;
- Enhances the community's credit rating through improved fiscal planning and avoids sudden changes in its debt service requirements;
- Identifies the most economical means of financing capital projects;
- Increases opportunities for obtaining federal and state aid;
- Relates public facilities to the City's strategic plan or public and private development and redevelopment policies and plans;
- Focuses attention on community objectives and fiscal capacity;
- Keeps the public informed about future needs and projects, and
- Coordinates the activities of neighboring and overlapping units of local government to reduce duplication, and encourages careful project planning and design to avoid costly mistakes and to reach goals.

## CREATING THE CAPITAL IMPROVEMENT PROGRAM

The City developed an administrative process that established policies and procedures for submitting and evaluating projects. This includes:

- ◆ Instructions for submitting projects;
- ◆ A schedule for the submission of projects, and
- ◆ A method of evaluating and ranking projects.

### Process Overview

The following process guides the capital plan process:

- ◆ The capital program Steering Committee is appointed by the City Manager and adopts formal policies for preparation and prioritization. The CIP Steering Committee is comprised of:

Jay Ash, City Manager  
Tom Durkin, Deputy City Manager  
Anna M. Tenaglia, Treasurer/Collector  
Joseph Foti, Public Works Director

- ◆ A schedule is adopted for completing the CIP;
- ◆ City project staff conducts an assessment by program category. City project staffs assemble as the CIP Working Group to conduct the assessment including an inventory of existing facilities and assets. This assessment documents the need for renewal, replacement, expansion or retirement by reviewing what year the facility was built or asset was acquired, date of last improvement, condition, extent of use, and the scheduled date of rebuilding or expansion;
- ◆ The status of previously approved projects are determined;
- ◆ The City's ability to afford major expenditures, including review of recent and anticipated trends in revenue, expenditures, debt, and unfunded liabilities;
- ◆ Project requests are solicited, compiled and evaluated;
- ◆ Members of the Steering Committee meet with department representatives to individually discuss each request;
- ◆ A recommended method of financing is proposed for each project;
- ◆ The CIP Steering Committee evaluates the submitted projects and ranks them in priority order as objectively as possible and with reference to other projects;
- ◆ The Steering Committee informs departments as to the approved priority of projects;
- ◆ The City Manager submits the proposed CIP to the City Council and Planning Board;
- ◆ The City Council holds public hearing on the City Manager's recommendations;
- ◆ The Planning Board reviews and comments on CIP;
- ◆ The City Council adopts CIP by resolution, and
- ◆ City staff monitors CIP projects for implementation.

## **CREATING THE CAPITAL IMPROVEMENT PROGRAM**

### **Capital Program Categories**

The capital budget and program are prepared according to the following seven program areas:

1. **UTILITY ENHANCEMENTS** includes repair, replacement and installation of water, sewer and drainage lines; roadways, sidewalks and street furniture; hydrants, manholes and other related equipment;
2. **SURFACE ENHANCEMENTS** includes improvements to local streets, sidewalks, curb cuts, crosswalks and Americans with Disabilities Act (ADA) improvements, other than those included in Utility Enhancements;
3. **PUBLIC BUILDINGS AND FACILITIES** includes repair replacement and improvement of all of the physical structures, and their contents, owned by the City including municipal, service, public safety and maintenance facilities;
4. **PARKS AND OPEN SPACE** includes improvements to parks and open space generally in accordance with the Parks and Open Space Plan;
5. **PUBLIC SAFETY** covers the police, fire and emergency management vehicles and equipment;
6. **EQUIPMENT ACQUISITION** includes vehicles and equipment acquisition to maintain the operations of the Public Works and MIS Departments, and
7. **CAPITAL PLAN ADMINISTRATION AND PROJECT CONTINGENCY** encompasses administrative support for the plan and a contingency for all capital projects listed in the plan.

### **Capital Program Priorities**

The City of Chelsea gives priority to capital investments that meet at least one of the following criteria:

- ◆ Addresses an urgent health or safety concern, legal mandate or code compliance;
- ◆ Supports neighborhood revitalization;
- ◆ Improves access to and the quality of municipal services for all citizens;
- ◆ Advances existing economic development and the attraction of new economic activity to the City;
- ◆ Compliments other projects, public or private, to gain economies of scale, and
- ◆ Enhances the continuing economic health of the downtown area.

## CAPITAL PROGRAM IMPACTS

One of the most difficult challenges facing the City today is to continue the investment in its capital assets, which began in earnest with the FY'97 CIP, while successfully managing the financial impact on both the General and Enterprise Fund budgets. In light of the importance of continuing this planned program of infrastructure repair and replacement, the City is committed to maintaining an annual Capital Budget, which continues to reverse the effects of years of deferred maintenance.

Based on the inventory of capital assets, which is updated annually, the City has included projects in this CIP that are necessary and consistent with the priorities and goals set forth by the City. Through prudent fiscal management and conservative financial forecasting, the City has determined the appropriate levels of capital expenditures that can be incorporated into the General and Enterprise Fund budgets.

While these levels are subject to change given the nature of the CIP process, the FY 2007-2011 CIP includes General Obligation borrowings supported by the General Fund totals \$653,000 in FY'07 and \$3,854,000 million over the five years of the plan. General Obligation borrowing supported by the Enterprise Funds totals approximately \$2,497,000 in FY'07 and \$12,460,000 over five years. The financial impact of the CIP on the General and Enterprise Funds is discussed below.

### Debt Service Impact on the General Fund

Presently, the City has a moderate level of direct debt outstanding. The table below outlines the total approximate principal and interest costs that will be incurred over a five-year period, including the cost of the Schools Project net of State reimbursement and the cost of the debt incurred to finance the Urban Renewal Project. The incremental increase in the debt service is attributable to the borrowing required to finance projects in this and previous CIPs.

PROJECTED DEBT SERVICE – GENERAL FUND BUDGET					
Fiscal Year	Existing Debt Service (000)	Projected CIP Debt Service, Cumulative (000)	Other Projected Debt Service, Cumulative (000)	Projected Total Debt Service (000)	Debt Service as a % of General Fund
2007	\$ 1,868	\$ 48	\$ 504	\$ 2,420	2.47%
2008	\$ 1,447	\$ 48	\$ 0	\$ 1,495	1.53%
2009	\$ 1,398	\$ 48	\$ 0	\$ 1,446	1.53%
2010	\$ 1,257	\$ 48	\$ 0	\$ 1,305	1.53%
2011	\$ 1,212	\$ 48	\$ 0	\$ 1,259	1.53%

## CAPITAL PROGRAM IMPACTS

It is the City's desire to effectively manage the financial impact that the debt financing of capital projects has on the General Fund. To that end, the City has committed to an aggressive debt retirement strategy to effectively manage the level of outstanding debt. The dollar value of Capital Improvement Program projects has been reduced to allow the City to more efficiently manage the program.

### Debt Service Impact on the Enterprise Funds

A significant portion of the projects identified in the FY 2007-2011 CIP is Utility Enhancement (Water, Sewer, and Drainage) Program area improvements. The table below outlines the projected costs of Enterprise Fund Debt Service resulting from this CIP.

PROJECTED DEBT SERVICE – ENTERPRISE FUND				
Fiscal Year	Existing Debt Service (000)	Projected CIP Debt Service, Cumulative (000)	Projected Total Debt Service (000)	Debt Service as a % of Enterprise Fund
2007	\$ 1,522	\$ 2,497	\$ 4,019	34.80%
2008	\$ 1,341	\$ 2,497	\$ 3,838	33.24%
2009	\$ 1,262	\$ 2,497	\$ 3,759	32.55%
2010	\$ 1,248	\$ 2,497	\$ 3,745	32.43%
2011	\$ 1,212	\$ 2,497	\$ 3,709	32.12%

Based on the Enterprise Fund accounting methodology, all costs associated with the operation and maintenance of the water distribution and sewer collection systems, including debt service, must be supported by user charges. The Enterprise Fund budgets must also support projected future increases in wholesale water and sewer costs imposed by the MWRA. Responding to this imperative, the City is committed to controlling and/or reducing whenever possible Enterprise Fund expense levels so as to mitigate the increases that must be passed onto ratepayers. Keeping the debt-side of the rate formula process in check, therefore, helps to keep water and sewer bills lower.



## **CAPITAL PROGRAM IMPACTS**

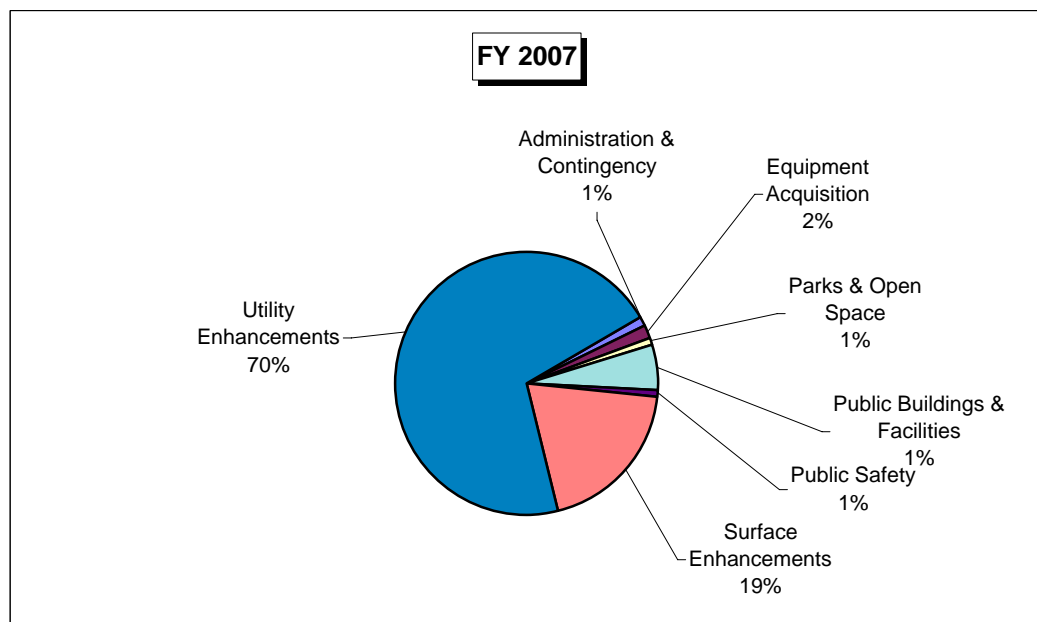
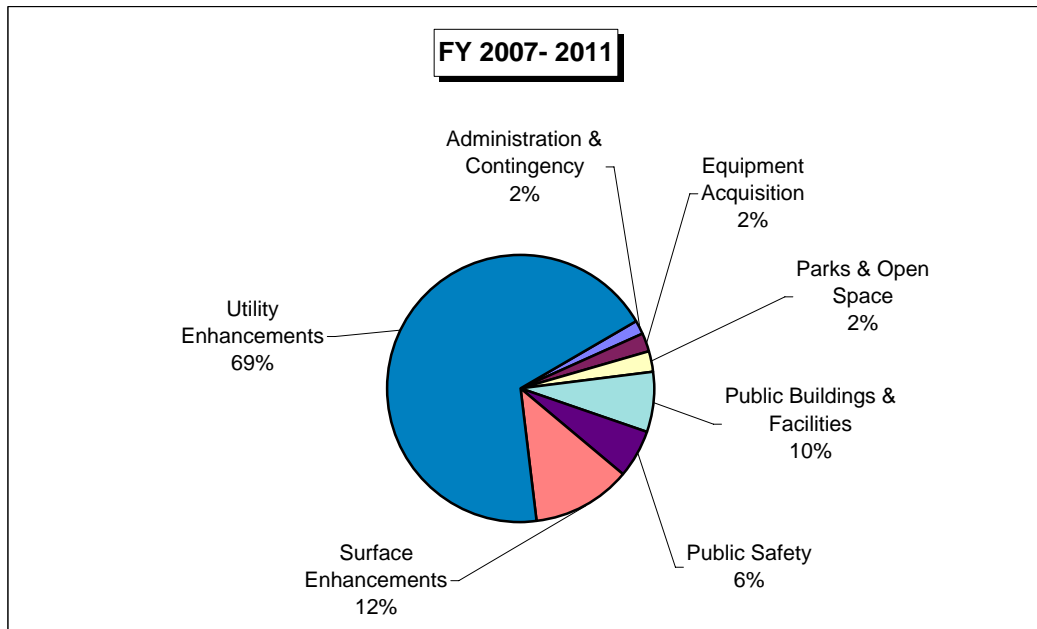
The effectiveness of this strategy was realized during the years between FY'99-FY'02 when the combined water/sewer rate remained level even in the face of wholesale rate increases by the MWRA, and increased debt service obligations. In order to continue to control debt-related impacts on water and sewer rates, the City began in FY'01 to limit cumulative projected debt service. It is important to note that the cumulative impact of the multi-years of updates also positions the City to reduce the overall commitment needed to upgrade and maintain a satisfactory and functional water and sewer system.

As the City moves forward with this CIP, it is committed to a strategy that will continue to invest in infrastructure improvements that enhance the delivery of service and increase the marketability of Chelsea as it relates to economic development and neighborhood revitalization. In addition, through proper financial planning and debt management, the goal of the City is to balance capital needs while effectively managing the financial impact resulting from the increased borrowing required to implement the projects outlined in this CIP.

# CAPITAL PLAN EXPENDITURES BY PROGRAM AREA

## FY 2007 - 2011

	TOTAL	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Administration & Contingency	<b>\$400,000</b>	\$84,000	\$79,000	\$79,000	\$79,000	\$79,000
Equipment Acquisition	<b>\$535,000</b>	\$135,000	\$100,000	\$100,000	\$100,000	\$100,000
Parks & Open Space	<b>\$580,000</b>	\$70,000	\$210,000	\$100,000	\$100,000	\$100,000
Public Buildings & Facilities <sup>1</sup>	<b>\$1,710,000</b>	\$465,000	\$45,000	\$400,000	\$400,000	\$400,000
Public Safety	<b>\$1,331,000</b>	\$75,000	\$314,000	\$314,000	\$314,000	\$314,000
Surface Enhancements	<b>\$2,859,500</b>	\$1,606,500	\$377,000	\$292,000	\$292,000	\$292,000
Utility Enhancements	<b>\$16,126,000</b>	\$5,858,000	\$5,690,000	\$1,659,000	\$1,419,000	\$1,500,000
<b>TOTAL</b>	<b>\$23,541,500</b>	<b>\$8,293,500</b>	<b>\$6,815,000</b>	<b>\$2,944,000</b>	<b>\$2,704,000</b>	<b>\$2,785,000</b>



## CAPITAL PROGRAM SOURCES

Capital investment for the FY 2007-2011 CIP is derived from several sources: Water and Sewer Enterprise Funds, General Obligation Bonds, General Funds, and various state and federal grant programs. This section will describe the various sources listed above.

### General Obligation Bonds

General Obligation (GO) bonds are general obligations of the City. The source of repayment is not limited to any particular fund or revenue stream. GO bond proceeds may be used for a wide range of capital activities, however, the term of the bond must be tied to the life of improvement. For example, a roadway may be financed with a twenty-year bond, and most vehicle purchases are financed with a five- to ten-year bond.

In recent years, the City has not issued large amounts of GO bonds. Prior to FY'97, the City had only \$2.2 million in GO bonds outstanding with an annual debt service payment equal to \$350,000. The City has conservatively estimated its General Fund supported bonding capacity at 2.75% in new debt per year, to finance projects included in the CIP. The actual amount of debt issued will depend on the ability of the operating budget to sustain annual principal and interest payments.

### Water and Sewer Enterprise Bonds

The Water and Sewer Enterprise Fund is dedicated to tracking and reporting all activities associated with the operation and maintenance of the water and sewer systems. The principle of enterprise fund accounting is that all costs of providing services to the public, including depreciation, be financed or recovered through user charges. The City's cost recovery and financing system for the operations and maintenance of the water and sewer systems is based upon this principle. Water and sewer revenue may only pay for water and sewer expenses. Like the overall general fund budget of the City, the Water and Sewer Enterprise Fund may finance planned capital improvements from current "rate revenue" or from long-term bonds, which must be repaid over time using future rate revenue.

This CIP describes Water and Sewer Enterprise Fund expenses of \$2,497,000 or 29% of the total capital expenses for FY'07 and \$12,460,000 or 52% of the total over the five years of the CIP. The great majority of these expenses will be paid by proceeds from new bonds issued under the rules of the Enterprise Fund. The actual amount of debt issued will depend on the ability of the rate system to sustain annual principal and interest payments related to the bond debt as well as ongoing wholesale costs. The single largest expense of the Water and Sewer Enterprise Fund is the wholesale costs of water and sewer services provided by the MWRA. The ability of the City to issue Water and Sewer bonds to finance capital improvements is directly tied to the projected rate increases from the MWRA and the corresponding budget impact.

## **CAPITAL PROGRAM SOURCES**

### **General Funds/Operating Budget/Free Cash**

In an attempt to minimize the amount of GO bonds that need to be issued on an annual basis, the City has made a policy decision to use a "Pay-As-You-Go" funding concept. In positive economic times and when funds are available, the City can implement the pay-as-you-go funding policy with the use of undesignated fund balance, "Free Cash". Although this should not be an annual practice or policy, use of such funds, which are usually generated from one-time revenues, will positively impact on out-year budgets when the economic cycle may have turned.

In addition to Free Cash, this funding policy is also supplemented by the use of operating budget funds from the General Fund. The City anticipates using operating budget funds and/or Free Cash to finance relatively smaller capital expenses that have a shorter useful life expectancy.

To insure that this commitment continues during difficult economic times, the City Manager recommended and the City Council approved a Capital Contingency Reserve Fund. With the appropriation of \$200,000 made by the City Council in October 1999, the goal of \$600,000 was achieved in this account; this is the equivalent of three years worth of Pay-As-You-Go reserves. This fund was the first of its kind in the State.

It is also important to note that several City departments will also carry a "capital" line item in their operating budget each fiscal year. In general, these will be for expenditures of a shorter useful life or lower cost than those that would qualify as capital items by the policies of the CIP. For example, replacement of police cars, with a useful life of less than five-years, is carried in the Police Department's operating budget.

### **State and Federal Sources**

The State and Federal governments continue to play a major role in funding infrastructure improvements, open space, and economic development, although this role has diminished considerably in the last two decades. Generally, the State or Federal government borrows money and then makes it available through application to municipalities.

Federal Highway Administration (FHWA) funds and Massachusetts Roadway funds, coordinated by the Boston Metropolitan Planning Organization (MPO), are critical for major roadway construction projects and related transportation projects in Chelsea. During 2003, the City secured a \$7M federal funds priority for the rehabilitation of Eastern Avenue from Broadway to Central Avenue. The Eastern Avenue rehabilitation project is presently under construction with a completion date of fall 2006. In prior years, Chelsea has also been the recipient of funds from the Transportation Efficiency Act (TEA-21) program – one of many special programs in this family of FHWA funds - which provided \$1.2M for the 2003 rehabilitation of Fifth Street from Broadway to Arlington Street. In 2006, the City benefited from a federal transportation bond award to the State of \$2.3M for roadway and sidewalk improvements to the Beacham Street/Williams Street corridor.

The City's conservative approach defers inclusion of a grant-based project until the confirmation of funding award. Due to increased competition in Massachusetts for federal roadway funds and new policies adopted with regard to the allocation of State funds, the City is constantly reevaluating its strategy with respect to securing funds from these programs in order to improve its competitive advantage.

## CAPITAL PROGRAM SOURCES

The City is eligible to receive funds each year from the Massachusetts Small Cities Program (MSCP), a program administered by the Division of Housing and Community Development. MSCP derives its funding from the Federal Community Development Block Grant Program to support a wide range of community development activities that include infrastructure, park improvements and housing and human service activities, although not all projects within these categories may be eligible for funding through the process which stresses a benefit for low and moderate income residents. Chelsea is one of twelve “mini-entitlement communities” and is eligible for up to \$600,000 in MSCP funds. An application is pending that, if approved, will provide new infrastructure investment to support a new residential neighborhood planned for the former industrial area between Gerrish Avenue and Library Street, and partial funding to support for the Community School Programs in FY’07.

Through a variety of programs, the City will compete for State funds to support parks and open space development. Again, the conservative approach used in the CIP includes only funds awarded from grant sources and not pending applications. During 2005, the City received \$180,000 in parks and open space funds administered by the Massachusetts Executive Office of Environmental Affairs for the replacement of the play surfaces surrounding play structures in four playgrounds in Chelsea with ‘rubber surfaces’ in accord with a citywide effort to improve child safety in our parks. A new grant application is planned for FY07 for the building of a new playground at the corner of Chestnut Street and Fifth Street, where the neighborhood is underserved by play space.

The City receives funding assistance for roadway improvements through several State funds administered by the Massachusetts Highway Department (MHD). This includes funding from the Chapter 90 Program that is distributed annually on a formula basis to all the cities and towns in Massachusetts. These funds have been used generally by the City to pave local streets, although they may also be used to pay for major roadway projects and for roadway maintenance equipment.

The State also administers roadway funds related to economic development projects that create new jobs in communities. The Community Development Action Grant (CDAG) Program and the Public Works Economic Development Program provide state funds to local communities for infrastructure improvements to support new private development. In 2006, Chelsea secured a \$1.2M award from the CDAG program for roadway and drainage improvements to Spruce Street (between Sixth Street and the railroad) in support of new development in the Everett Avenue Urban Renewal District.

Sewer and Drainage improvement funds are available from the Massachusetts Water Resources Authority (MWRA) on a 45% grant, 55% interest-free loan basis for eligible project activities. The Local Pipeline Assistance Program and the Inflow and Infiltration Program provide supplemental capital funds to the City’s improvement program on a project-by-project basis. In FY’07, approximately \$386,550 in MWRA grant funding from the Inflow and Infiltration Program has been allocated for projects in this CIP. The City will continue to pursue MWRA Grants and others like it as funding supplements to future Utility Enhancement projects.

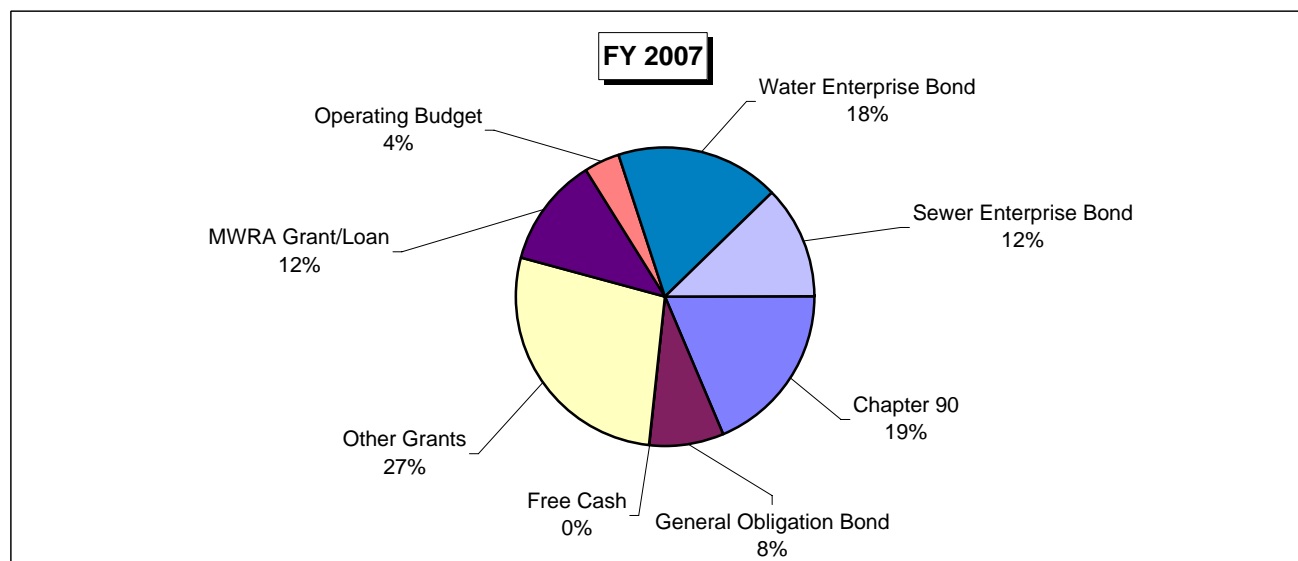
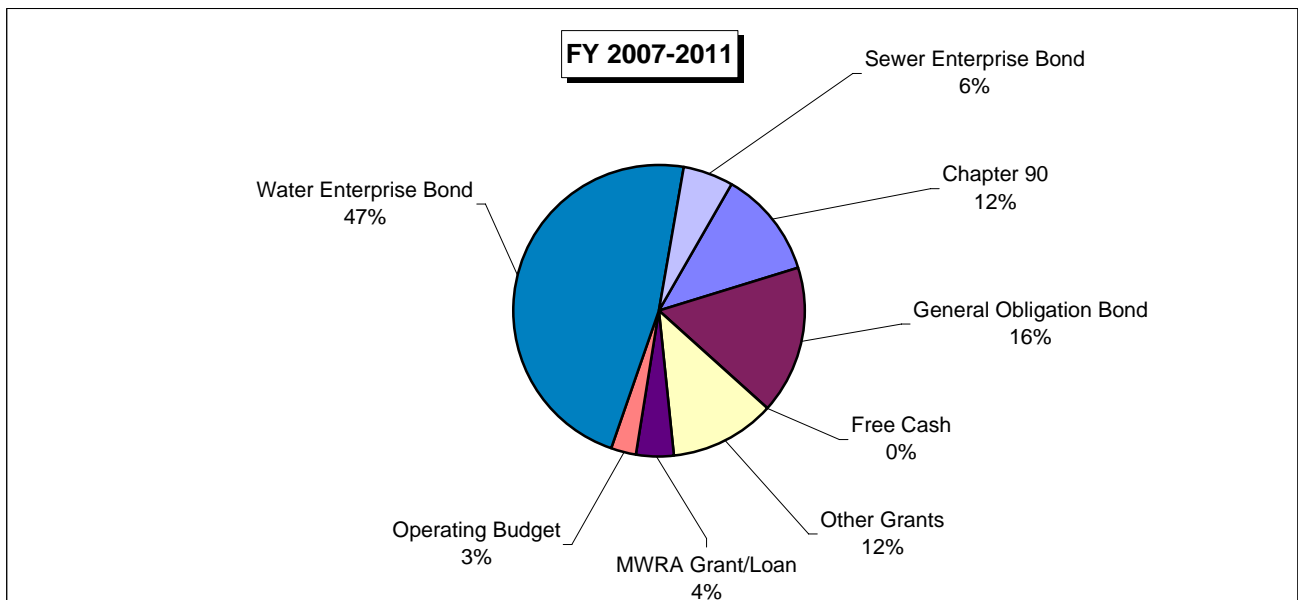
Water pipeline rehabilitation funds are available from the MWRA on a ten-year repayment, interest free loan basis. The Local Pipeline Assistance Program will make available to the City with more than \$500,000 annually for the next ten years for pipeline relining and replacement projects. This amount will significantly reduce the need for Water and Sewer bonds in future CIP’s.

## CAPITAL PROGRAM SOURCES

Over the past few years, the School Building Assistance Program has been the most significant external source for funding City debt. This program supports funding for school construction and renovation and is funding 95% of the principal and interest costs of the new school facilities opened in 1996 and 1997 for Chelsea school children, including a new high school campus, new middle and elementary school campuses, and the renovated Shurtleff School for pre-kindergarten, kindergarten and first grade. Improvements to the old high school, now the Clark Avenue School, have been funded from City resources. In total, the City received a 90% reimbursement for the recently completed High School addition.

# **CAPITAL PLAN REVENUE SOURCE DETAIL BY YEAR** **FY 2007 - 2011**

	<b>TOTAL</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
Chapter 90	<b>\$2,801,500</b>	\$1,548,500	\$377,000	\$292,000	\$292,000	\$292,000
General Obligation Bond	<b>\$3,854,000</b>	\$653,000	\$459,000	\$914,000	\$914,000	\$914,000
Free Cash	<b>\$0</b>	-	-	-	-	-
Other Grants	<b>\$2,751,000</b>	\$2,286,000	\$465,000	-	-	-
MWRA Grant/Loan	<b>\$1,000,000</b>	\$1,000,000	-	-	-	-
Operating Budget	<b>\$675,000</b>	\$309,000	\$129,000	\$79,000	\$79,000	\$79,000
Water Enterprise Bond	<b>\$11,165,000</b>	\$1,477,000	\$5,110,000	\$1,659,000	\$1,419,000	\$1,500,000
Sewer Enterprise Bond	<b>\$1,295,000</b>	\$1,020,000	\$275,000	-	-	-
<b>TOTAL</b>	<b>\$23,541,500</b>	<b>\$8,293,500</b>	<b>\$6,815,000</b>	<b>\$2,944,000</b>	<b>\$2,704,000</b>	<b>\$2,785,000</b>







# UTILITY ENHANCEMENTS

## Overview FY 2007-2011

Ten years of investing in the City's water, sewer and drain infrastructure has resolved many longstanding system deficiencies. However, much more remains to be done. Like most, if not all older cities, the City faces continuing challenges because of its aging, and previously poorly maintained infrastructure. The cost of repair, particularly for water, sewer and drain facilities, is usually substantial and the results unseen. Improvements to the City's water distribution and sewer collection system continue to be made every year through the capital plan. In recent years, the City has made substantial progress in addressing a long list of known capital improvement needs and priorities. While funds for these efforts are limited, the City has been able to address its needs strategically and positioned to quickly move forward with projects as funding becomes available.

Water distribution system and sewer collection system improvements are driven primarily by extraordinary maintenance and repair costs for a given section, new State and Federal environmental rules, and accommodating growth in the City. Water system improvements are further driven by the mandate to provide the highest quality drinking water for the citizenry and the need to increase fire flows to certain sections. Sewer system improvements are also needed to enhance system flow performance.

## Challenges FY 2007-2011

The primary obstacle to upgrading sewer and water infrastructure is funding. The level of direct, dedicated sewer funding support previously available from federal coffers through the Clean Water Act has been reduced to a trickle. Unfunded mandates from Federal and State programs have added to the burden. Some success has been achieved in getting the State and the MWRA to provide infrastructure improvement program funding. New programs have been created to support drinking water quality improvements.

The privatization of the operations of the water distribution and sewer collection system, and the programmed cleaning performed under that contract, has significantly decreased the frequency of sewer blockages.

Several sewer mains known to be in poor condition and in danger of completely collapsing have been reconstructed. A continuing program of access point installation, pipe cleaning and internal inspection in the sanitary combined and drain sewer systems improves current performance. It also alerts City personnel to potential trouble areas prior to a pipe collapse and provides a database for cost effective system improvements.

The City continues to reduce the number of storm sewers that are directly connected to the sanitary sewer system. These "clean water" flows contribute to the MWRA wholesale charges and add to sewer back-up problems.

Within these realities, the City must strategically plan improvements in conjunction with other roadway and drainage infrastructure improvements; use varied sources of funds, including grants; actively lobby for legislation funding Federal and State mandates, and structure water and sewer rates to reflect both usage and capital charges.

# UTILITY ENHANCEMENTS

## Goals FY 2007-2011

In addition to providing clean, safe, and reliable drinking water to residences, institutions and businesses within the City, water and sewer infrastructure work must be designed to reduce the amount of non-sanitary flows entering the wastewater collection system.

Specific goals for water and sewer projects include:

- ◆ Increasing hydrant flows to improve fire protection;
- ◆ Separating, where possible, combined sewers, and decreasing stormwater flows to sanitary interceptors, thereby reducing the overall level of flow transported for treatment, and, thus, reducing costs to the City for disposal;
- ◆ Decreasing drinking water quality complaints;
- ◆ Achieving compliance with USEPA lead maximum contaminant levels, and
- ◆ Reducing the amount of non-revenue-producing water and cutting infiltration and inflow into the sanitary system, thereby decreasing the long-term cost of the entire systems.

## Programs FY 2007-2011

Guiding the programs for implementation in the area of water and sewer are plans to:

- ◆ Systematically address the long overdue rehabilitation and repair of the water distribution and sewer collection systems;
- ◆ Combine individual infrastructure projects in bundles, performing water, sewer, drain and roadway improvements as integrated projects;
- ◆ Plan infrastructure improvements to enhance projects undertaken by Massachusetts Highway Department and MWRA. For example: drainage and water improvements in conjunction with the reconstruction of Eastern Avenue and the Chelsea Branch Sewer Project;
- ◆ Complement MWRA Chelsea Trunk Relief Sewer and Chelsea Branch Sewer Projects, and
- ◆ Utilize as much grant funding as possible to reduce the cost burden on ratepayers.

## Projects FY 2007-2011

The five-year investment plan in this program area will target the following areas:

- ◆ Water main replacements, cleaning and cement linings, as well as abandonment and transfer of water service at various locations throughout the City;
- ◆ Sewer line inspections, reconstruction and replacements, and repair and installation of manholes and catch basins at various locations throughout the City, and
- ◆ Drainage studies of the combined sewer tributary area to the combined sewer outfalls to reduce frequency of flooding.

# UTILITY ENHANCEMENTS

## FY'07 Projects

The Public Works Department and the City's engineering consultants collect information about the underground infrastructure from multiple sources including:

- ◆ CIP programmed sewer and water studies;
- ◆ Sewer and water main replacement contracts, and
- ◆ Reports and maps generated by the water and sewer operations management personnel employed by the private contractor providing water and sewer maintenance and operation.

This information is constantly being analyzed for a better understanding of how these systems function and what improvements are necessary to provide reliable uninterrupted service, water fire flows and collection of waste and stormwaters. With each successive piece of new information, managers and technical personnel responsible for planning and implementing improvements are able to build their institutional knowledge. The ongoing review of this information establishes the projects submitted for the capital planning process.

Many critical needs have been addressed by projects completed, under construction or in design. Stand-alone water main and sewer main projects have corrected most of the worst known deficiencies. Several projects originally thought to be limited in scope have been expanded. This is due to new information about how subsystems of the water distribution and sewer collection systems work - alone and in conjunction with each other. The originally scheduled projects become more cost effective to implement when they are chronologically planned within the scheme of larger subsystem-wide improvement projects.

This approach when utilized for sewer and drain projects not only enables the City to correct ongoing problems such as flooding but also provides the added benefit of sanitary and storms sewer separation. Additional economies of scale are also realized when water main replacements occur simultaneously with the sewer and drain projects. The below-ground infrastructure projects are then followed by full roadway and sidewalk replacement.

FY'07 projects are based upon several sources of information. The 1996 Water Distribution Evaluation Study is the most comprehensive. It set out a two-phased program of water improvements, with the goal that the deficiencies in the system should be addressed within 20 years in order to provide the desired quantity and quality of water service. Phase A identified projects to eliminate or reduce deficiencies including: fire flow, transmission mains, unlined parallel mains, water quality fluctuations and dead-end mains. Phase B recommendations call for the replacement of all remaining unlined cast-iron pipe with cement lined ductile iron water mains primarily in the neighborhoods. The City of Chelsea will be utilizing interest free loans from the Massachusetts Water Resources Authority's Local Pipeline Assistance Program to fund water improvements in FY'07.

In FY'07, the City will continue with its multi-year program to replace existing lead water services with copper. This work is performed in conjunction with water, sewer drain and roadway work.

The City's information collection on the sewer system will proceed in a multi-year phased program of investigation, funded in part by the MWRA Inflow and Infiltration 45% grant, 55% loan program. This program focuses on the portion of the sewer system that is wholly or partially separated from the stormwater drainage system and seeks to minimize non-sanitary flows into the dedicated sanitary sewer lines (Sewer Inflow and Infiltration Project).

## UTILITY ENHANCEMENTS

The City has made a multi-year commitment to removing the sources of inflow and infiltration into the City sanitary collection system in the tributary area of Chelsea Combined Sewer Overflow CHE-008 on Chelsea Creek. The City's goal is to minimize storm water flows through the sanitary sewer to reduce overflows into the Creek and Harbor and sewerage costs to residents.

The City has compiled preliminary data on the construction of the stormwater and sanitary sewer system (separated and combined). This assessment has formed the City's actions in correcting known failures in the sewer pipe system and predicting where new failures are more likely to occur. Failures most commonly occur in the parts of the sewer system line constructed from brick or un-reinforced cement concrete.

Improvements to the drainage system will result in two distinct benefits. First, the separation of stormwater drainage from the sanitary sewer system will reduce flows in the sanitation sewer system, and also reduce or eliminate associated backflow and flooding during high water run-off periods. Second, the improvements to the drainage system will reduce the frequency and depth of flooding in low-lying areas.

Several stormwater drainage management projects are ongoing and will eventually mitigate against flooding and washout during high run-off periods.

## ***Capital Project Listing***

**Program Area: Utility Enhancements**

**Project: Carter Street Pump Station Phase III**

**Contact:** DeSantis

**Description:** The third phase of the rehabilitation of Carter Street Drain Pump Station will include installation of flow monitoring equipment.

**Justification:** This is the third and final stage of a multiphase rehabilitation of the station. Flow monitoring equipment will allow better storm water management in areas to be redeveloped and already developed.

**Impact:** A decrease in the costs of maintaining the station should be realized by the effort to rehabilitate.

**Start Date:** 7/1/06

**End Date:** 12/31/06

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**Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 20,000	\$ 0	\$ 0	\$ 0	\$ 20,000

Grant Source (if applicable) :

## ***Capital Project Listing***

### **Program Area: Utility Enhancements**

#### **Project: Carter Street Sewer Replacement**

**Contact:** DeSantis

**Description:** Consists of the design and installation of a new sewer main on Carter Street from Everett Avenue to the southeast side of the Massachusetts Bay Commuter Rail Right of Way.

**Justification:** The Carter Street sewer main has several reaches (sections of pipeline between manholes) that are not in vertical alignment with the upstream incoming pipe existing at higher elevation than the downstream outgoing pipe. The effect of this is that the line remains in a constant state of surcharging at times completing blocking as solids drop out of the waste stream. Sanitary sewer overflows occur frequently along this sewer main discharging into the drain line that is close in proximity to the sewer main. The overflows into the drain line eventually flow to the Island End River creating a violation of the federal Clean Water Act.

**Impact:** Replacement of this sewer line will decrease the frequency of needed cleaning of the sewer main.

**Start Date:** 7/1/06

**End Date:** 11/30/07

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 700,000	\$ 0	\$ 0	\$ 0	\$ 700,000

Grant Source (if applicable) :

## ***Capital Project Listing***

### **Program Area: Utility Enhancements**

#### **Project: Crescent Avenue Infrastructure Reconstruction**

**Contact:** DeSantis

**Description:** The request is for additional monies to fund the reconstruction of Crescent Avenue including replacement of the 16" water main, separation of combined sewer into separate storm and sanitary sewer and conduits and full depth roadway and sidewalk reconstruction from Cary Avenue to Eastern Avenue.

**Justification:** Funded at a \$700,000 level in FY'05 as a start on a multi-state project 75% design has yielded a definitive estimate for the construction of these improvements. The replacement of the 16" water main from Parker Street to Eastern Avenue has now been included in this project due to recent pressure breaks in this line. This work continues work previously performed on Crescent Avenue in anticipation of roadway reconstruction including installation of new 12" water main from Parker Street to Cary Avenue and new sanitary sewer main from Eleanor Street to Eastern Avenue. This work will support continued economic development in this area. Additional funding was appropriated in the FY'06 CIP in the amount of \$979,000 which has been subsequently reprogrammed to the Spruce Street Roadway and Utility Improvement Project. Therefore this project is being resubmitted for funding in the FY'07 CIP.

**Impact:** The Crescent Avenue Infrastructure Reconstruction project will directly reduce operating expenses for roadway and water main repair and is a major component of separating the combined sewer area tributary to CSO-CHE008 which will ultimately result in lowered sewer transportation and treatment costs to all water and sewer ratepayers in the City.

**Start Date:** 7/1/04

**End Date:** 6/30/08

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 1,327,000	\$ 0	\$ 2,091,000	\$ 0	\$ 3,418,000

Grant Source (if applicable) :

Miscellaneous Grants

## ***Capital Project Listing***

**Program Area: Utility Enhancements**

**Project: Fourth Street Water Main Replacement**

**Contact:** DeSantis

**Description:** Replacement of 420 feet of unlined 6 inch cast iron water main with eight inch CLDI water main from Carter Street to dead end. Further Improvements already done in Vale Street area.

**Justification:** Completes upgrading of water main in this area.

**Impact:** Removal of cast iron pipe decreases potential for break of water main.

**Start Date:** 7/1/05

**End Date:** 6/30/06

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**Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 0	\$ 0	\$ 40,000	\$ 0	\$ 40,000

Grant Source (if applicable) :

\$40,000 MWRA Bond



## ***Capital Project Listing***

**Program Area:** Utility Enhancements

**Project:** Gerrish Neighborhood District Improvements

**Contact:** Keefe

**Description:** Water, Sewer and Drainage replacement/upgrade. Highland Street (Marlborough to Railroad); Library Street (Highland to RR.); Extension of drain from Library Street across RR to the existing drain on Griffin Way.

**Justification:** To support conversion of the district from its current underutilized industrial character to a new residential district.

**Impact:** Increases number of residential payees into the water system, replaces aging infrastructure and provides utility upgrades to the existing Shurtleff/Bellingham neighborhood.

**Start Date:** 7/1/06

**End Date:** 6/30/07

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 0	\$ 0	\$ 960,000	\$ 0	\$ 960,000

Grant Source (if applicable) :

\$299,176 MWRA Grant; \$465,659 MWRA  
Bond; \$195,000 Miscellaneous Grants

## ***Capital Project Listing***

**Program Area:** Utility Enhancements

**Project:** Highland Street Drainage Outfall - Phase I

**Contact:** DeSantis

**Description:** Consists of the design and installation of a new drainage outfall to the Chelsea River near the intersection of Highland Street and Marginal Street. Efforts to utilize the abandoned Combined Sewer Overflow (CSO) Outfall at this same location will be investigated as part of the design process.

**Justification:** The drainage system along Marginal Street is currently inadequate to prevent flooding, especially in the area of Marginal Street and Highland Street. Installation of the new drainage outfall will provide an outlet for stormwater and therefore reduce flooding. In addition, this drainage outfall is the first step in a comprehensive sewer separation project in the area that will eventually split the wastewater and stormwater into two separate systems. Sewer surcharging overflows, wastewater back-ups and flooding will be reduced.

**Impact:** Sewer separation removes significant volumes of extraneous water (inflow) from the sanitary sewer system and thereby reduces wastewater flows and related flow-based costs that the MWRA charges the City.

**Start Date:** 7/1/06

**End Date:** 11/30/07

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 300,000	\$ 0	\$ 195,000	\$ 0	\$ 495,000

Grant Source (if applicable) :

\$107,250 MWRA Bond; \$87,750 MWRA Grant

## ***Capital Project Listing***

### **Program Area: Utility Enhancements**

#### **Project: N.E. Produce Center Water Meters**

**Contact:** DeSantis

**Description:** This project is a request for additional funds necessary for the installation of a meter on the supply service line to the New England Produce Center. Camp Dresser & McKee has completed 90% design on the installation of one meter on Beacham Street. Unsuitable soil conditions require the use of a pile foundation. The costs of the pile foundation as well as construction price increases have increased the estimated cost of this work. Approximately \$10,000 has been expended to date for engineering services. A construction estimate of \$195,000 has been calculated, and additional costs of construction, administration and resident inspection bring the total project costs to an estimated \$216,000.

**Justification:** The separate metering of individual users on this site through a distribution network in the buildings on the site make this location a potential for unauthorized and un-metered water use.

**Impact:** This project will maintain or increase water and sewer revenue collection.

**Start Date:** 7/1/06

**End Date:** 11/30/06

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 150,000	\$ 0	\$ 0	\$ 0	\$ 150,000

Grant Source (if applicable) :

## ***Capital Project Listing***

### **Program Area: Utility Enhancements**

#### **Project: Sewer Manhole Installations**

**Contact:** DeSantis

**Description:** Installation of twelve sewer manholes in various locations throughout the city.

**Justification:** Many locations in the city have sewers that intersect without manholes and dead ends without manholes. The only way to clean and inspect these is to install access manholes.

**Impact:** The installation of sewer manholes will allow the City to clean sewer mains and eliminate the need to expand operating funds to excavate sewer mains to clear blocks.

**Start Date:** 7/1/06

**End Date:** 6/30/07

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 0	\$ 75,000	\$ 0	\$ 0	\$ 75,000

Grant Source (if applicable) :

# SURFACE ENHANCEMENTS

## Overview FY 2007 - 2011

The City's roadways are subject to high levels of vehicular traffic due to its close proximity to the City of Boston and regional transportation facilities for the movement of people and materials. A significant portion of the vehicular traffic which the City experiences is due to traffic originating outside of the city. Yet, except for a small amount of funding provided by the State, the City assumes the burden for maintaining these streets, which experience more vehicle trips per day than many streets do in less populated areas.

## Challenges FY 2007 - 2011

It is desirable to rebuild all the streets in the city through full depth reconstruction. However, funds of the magnitude that would be needed to accomplish this in the short-term clearly are not available. In the face of the substantially deteriorated conditions and high costs, two kinds of roadway improvements must be relied upon. The first is to continue commonly accepted methods of roadway rehabilitation to as many roadways as possible with priorities based upon the ranking of individual street conditions as measured by field surveys conducted by the staff of DPW. The second is to undertake full-depth reconstruction in conjunction with water, sewer, drainage and other public projects.

Among the most difficult aspects of roadway improvements is scheduling and prioritizing work. In determining targets for work, the City considers existing roadway conditions as well as plans for other

Adding to the maintenance burden is the area's climate. Multiple freeze-thaw cycles in the winter adversely impact the longevity of paved surfaces in the city. The measure of the need for citywide roadway resurfacing and reconstruction is the poor ride quality of the deteriorated roadway pavements on many streets. While much has been accomplished in the last few years, much more needs to be done.

infrastructure projects. The intent is to target surface improvements for roadways that have ride quality ratings of "deficient" or "intolerable" (provided no infrastructure work is planned over the next five years), and to minimize disturbance of the pavement after resurfacing by coordinating with water, sewer, drain and other public works improvements.

The City has recently begun implementation of a pavement management system. The pavement management system combines condition assessments, asset valuation, analysis of maintenance strategies, multi-year budgeting, queries and reporting in one application.

Additionally, the City must expeditiously meet full compliance with Americans with Disabilities Act (ADA).

# SURFACE ENHANCEMENTS

## Goals FY 2007 - 2011

Continuing the reversal of decades of neglect of the City's roadway and sidewalk network by:

- ◆ Resurfacing or reconstructing all streets with pavement ride quality conditions of "deficient" or "intolerable" as soon as practically possible;
- ◆ Improving the image of the City and the services it renders to citizens and visitors alike by providing roadway surfaces without potholes, dips, ripples or other defects;
- ◆ Reducing costs associated with roadway maintenance in the operating budget, thereby providing more funding to address other service needs;
- ◆ Replacing, repairing or installing sidewalks where needed;
- ◆ Significantly reducing the financial impact of property damage losses from claims against the City resulting from deficient roads and sidewalks;
- ◆ Increasing property values and the desirability of the city's neighborhoods and business districts, and
- ◆ Fulfilling compliance with ADA.

## Programs FY 2007 - 2011

Identifying and coordinating work with the water, sewer, and drainage categories as well as with other City and public agencies will allow for the:

- ◆ Combining of individual infrastructure projects in whole street and area bundles, so that water, sewer, drain and roadway improvements can be performed as one project in combination with work on adjacent streets, and
- ◆ Continuing push towards ADA compliance.

## Projects FY 2007 - 2011

In various locations, targeted work will include:

- ◆ Hot-in-place recycling and micropaving of roadway wearing surface;
- ◆ Surface milling and overlaying paving of roadway wearing surface;
- ◆ Pulverization of existing roadway bituminous pavement cross-section into base material and laying of new binder and wearing courses;
- ◆ Full depth reconstruction and repaving of roadway and sidewalk pavements;
- ◆ Removing of deteriorated brick sidewalks and repaving with bituminous concrete, and,
- ◆ Installation of sidewalk handicapped access ramps.

# **SURFACE ENHANCEMENTS**

## **FY'07 Projects**

Capital improvements to the City's roadway, sidewalk and streetscape system are primarily related to an integrated approach to all surface and subsurface infrastructure improvements. Roadway improvements programmed into this CIP are, in part, tied to the underlying water and sewer construction improvements. Similarly, street and sidewalk improvements are tied, in part, to support related development and to undertake general neighborhood improvements.

FY'07 funding will focus on surface enhancements after completion of water, sewer and/or drain work on Crescent Avenue, Gerrish Avenue, Bellingham Street, Arlington Street, Tudor Street and Beacon Street. Typically, work will include ADA compliant wheelchair ramps, new sidewalks and roadway resurfacing:

Details for each of the FY'07 funded projects mentioned above appear on the following pages.

## ***Capital Project Listing***

**Program Area:** Surface Enhancements

**Project:** Arlington and Everett Avenue

**Contact:** Taverna

**Description:** Remove and replace sidewalks along Arlington Street and Everett Avenue.

**Justification:** Provide safe pedestrian travel path.

**Impact:** Reduction in annual operation an maintenance cost, along with liability and risk reduction derived from compliant sidewalk.

**Start Date:** 11/1/06

**End Date:** 6/30/07

---

### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 35,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 35,000
Grant Source (if applicable) :					



## ***Capital Project Listing***

**Program Area:** Surface Enhancements

**Project:** Beacon Street

**Contact:** Taverna

**Description:** Replace current asphalt sidewalk with bituminous concrete from Tremont Street to Broadway.

**Justification:** Adds durability and uniformity missing from this side of the street.

**Impact:** Reduction in annual operation and maintenance cost. Along with liability and risk reduction derived from compliant sidewalk.

**Start Date:** 11/1/06

**End Date:** 11/30/07

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 0	\$ 0	\$ 16,500	\$ 0	\$ 16,500

Grant Source (if applicable) :

Chapter 90

## ***Capital Project Listing***

**Program Area:** Surface Enhancements

**Project:** Bellingham Street

**Contact:** Taverna

**Description:** Installation of granite curbs and cement concrete sidewalk from Willow Street to Eastern Avenue with roadway resurfacing. May not see commitment letter until April '07.

**Justification:** Provide safe pedestrian travel path.

**Impact:** Reduction in annual operation and maintenance cost, along with liability and risk reduction derived from compliant sidewalk.

**Start Date:** 11/1/06

**End Date:** 6/30/07

---

### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 0	\$ 0	\$ 85,000	\$ 0	\$ 85,000

Grant Source (if applicable) :

Chapter 90

## ***Capital Project Listing***

**Program Area:** Surface Enhancements

**Project:** Crescent Avenue

**Contact:** Taverna

**Description:** Installation of granite curbs and cement concrete sidewalk from Louis Street to Clinton Street and replacement of existing roadway.

**Justification:** Provide safe pedestrian travel path for school and housing complex.

**Impact:** Reduction in annual operation and maintenance cost, along with liability and risk reduction derived from compliant sidewalk. Last stretch of roadway in area needing management, especially for Forbes Park development.

**Start Date:** 11/1/06

**End Date:** 11/30/07

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 0	\$ 0	\$ 350,000	\$ 0	\$ 350,000

Grant Source (if applicable) :

Chapter 90

## ***Capital Project Listing***

**Program Area:** Surface Enhancements

**Project:** Gerrish Avenue - Interim Upgrade

**Contact:** Keefe

**Description:** Installation of cement concrete sidewalks (one side only) and roadway surface replacement from Highland Street to Broadway.

**Justification:** To facilitate access to core residential redevelopment in the Gerrish Avenue District.

**Impact:** Direct reduction in operation and maintenance costs.

**Start Date:** 4/1/07

**End Date:** 6/30/07

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 0	\$ 0	\$ 170,000	\$ 0	\$ 170,000

Grant Source (if applicable) :

Chapter 90

## ***Capital Project Listing***

**Program Area:** Surface Enhancements

**Project:** Gerrish Neighborhood Improvements -Phase I

**Contact:** Keefe

**Description:** Highland Street (Marlborough to Railroad); Library Street (Highland to RR.); Extension of drain from Library Street across RR to the existing drain on Griffin Way.

**Justification:** Roadway improvements to follow core infrastructure upgrade/replacement to Atlas residential redevelopment project.

**Impact:** Direct reduction in operation and maintenance costs.

**Start Date:** 9/1/06

**End Date:** 6/30/07

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 0	\$ 0	\$ 650,000	\$ 0	\$ 650,000

Grant Source (if applicable) :

Chapter 90

## ***Capital Project Listing***

**Program Area:** Surface Enhancements

**Project:** Library Street

**Contact:** Keefe

**Description:** Full depth reconstruction of roadway and sidewalk.

**Justification:** To facilitate access to the core Gerrish housing redevelopment project.

**Impact:** Direct reduction in operation and maintenance costs.

**Start Date:** 4/1/07

**End Date:** 6/30/07

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 0	\$ 0	\$ 277,000	\$ 0	\$ 277,000

Grant Source (if applicable) :

Chapter 90

## ***Capital Project Listing***

**Program Area:** Surface Enhancements

**Project:** Tudor Street

**Contact:** Taverna

**Description:** Cement Concrete Sidewalks replacement around the area of the Clark Avenue School.

**Justification:** Removal of trip hazards and compliance with AAB code was not addressed when the school reopened.

**Impact:** Reduction in annual operation and maintenance cost, along with liability and risk reduction derived from compliant sidewalk.

**Start Date:** 11/1/06

**End Date:** 6/30/07

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 23,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 23,000

Grant Source (if applicable) :





# PUBLIC BUILDINGS AND FACILITIES

## Overview FY 2007-2011

The City's public buildings and facilities not only aid in the advancement of municipal service delivery but also act as physical symbols of the community at large. After years of neglect prompted by unfunded federal mandates to meet health and safety requirements in public buildings, the City has performed some critical improvements over the past several years.

The CIP process has begun to address deferred maintenance on many of the oldest municipal buildings. In fact, the City's municipal service buildings, public safety buildings, and maintenance facilities are in a state of transition, with continued capital improvements to improve and facilitate future service delivery and, perhaps as important, bring a new sense of pride to the city. A substantial investment was made to improve the physical plant of the local schools ten years ago. Adequately funding ongoing maintenance projects in the schools will protect this investment for future generations.

## Challenges FY 2007 - 2011

Establishing a planned schedule of maintenance and repair is critical so that the existing and new and/or renovated buildings coming on-line receive the required investments. In those buildings that will not be replaced, critical renovations and regular updating must take place without disrupting the services being

provided in the facilities. Whether new or renovated, the City's buildings must add to the integrity of the areas in which they are located, and must be equipped to provide the most advanced services and access.

# PUBLIC BUILDINGS AND FACILITIES

## Goals FY 2007-2011

Restore and preserve the value and reliability of City buildings while enhancing each facility's contribution to municipal service delivery by:

- ◆ Investing in capital improvements;
- ◆ Promoting efficiencies in operation;
- ◆ Increasing building longevity;
- ◆ Eliminating building barriers;
- ◆ Updating facilities with new technology;
- ◆ Improving the quality of service areas, and
- ◆ Creating safe working environments.

## Programs FY 2007-2011

The following programs will guide the capital initiatives:

- ◆ Assess municipal service demand to prioritize restoration of existing facilities and expansion to new facilities, where necessary;
- ◆ Conduct ongoing investigations into the City's computer, telecommunication and building management support systems to enhance operations and interactivity;
- ◆ Manage a program of major improvements to promote energy conservation, and
- ◆ Complete removals of access barriers from municipal buildings.

## Projects FY 2007-2011

The five-year investment plan will target the following areas:

- ◆ Updating existing municipal service and administrative buildings based on the facility improvement plan;
- ◆ Repairing and renovating public safety buildings;
- ◆ Improving maintenance facilities, and
- ◆ Continuing ADA renovations to ensure compliance and access to public buildings.

# PUBLIC BUILDINGS AND FACILITIES

## FY'07 Projects

On-going Public Buildings and Facilities improvements will continue during FY'07. The City's experience over the past five years has contributed to a reevaluation of the planning approach for building improvements, particularly in light of complex and expensive repairs required for City Hall, the Library, Fire Buildings and the Police Station. These repairs and renovations encompass the full spectrum of design and technology, from historic preservation to sophisticated building systems.

1. Renovations at Central Fire Station have been completed. The building is a first class energy efficient facility with all health, safety and quality of life issues satisfied. Building renovation plans for Engine #3 will be re-addressed this fiscal year encompassing future relocation plans for Engine #2.
2. The City continues its commitment to improve and restore City Hall, architecturally and aesthetically. Significant masonry and terra cotta replacement will continue in FY'07 as outlined in a detailed multi-phase project developed by an historic preservation and renovation architectural firm.
3. The School Department will undertake a project to restore, repair or replace equipment used in the Chelsea High School's air conditioning system to improve functionality and extend the systems useful life.

## ***Capital Project Listing***

**Program Area:** Public Buildings & Facilities

**Project:** City Hall Roof Line Terra Cotta - Phase II

**Contact:** Lanzillo

**Description:** Completion of the restoration of roof line dentil band at the roof line of the main building.

**Justification:** Much of the dentil work is deteriorated with sections missing. This allows moisture to infiltrate behind the masonry band causing further damage when freezing occurs and causing the masonry and terra cotta to pop off. This is the second phase of a multi-phase restoration project for City Hall.

**Impact:** Eliminates the need to respond to costly emergency repairs and prevents potential danger of masonry units falling onto the pathways and walkways around City Hall.

**Start Date:** 6/30/06

**End Date:** 8/31/07

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 200,000

Grant Source (if applicable) :

## ***Capital Project Listing***

### **Program Area: Public Buildings & Facilities**

#### **Project: City Hall Skylight Replacement**

**Contact:** Lanzillo

**Description:** Replace four skylights on the City Hall wings with pre-engineered, insulated skylight systems.

**Justification:** The skylights are original to the building. Many of the lights of glass are cracked, their composition no longer code compliant and not available. They are single glazed and allow considerable heat loss. The caulking is old, dry and brittle and is falling out, allowing water to leak into the offices where they are located. Their pyramid design makes it very difficult to re-caulk around the entire metal framework without studying, analyzing and certifying the structural stability of the frame as to being capable of carrying personnel and/or equipment so the entire framework can be accessed. The roofs have been replaced under a FY'05 CIP and this would complete the process of making the building weather tight

**Impact:** These skylights leak, causing water to damage interior finishes. They have no insulation properties and allow tremendous heat loss costing significant dollars each year in energy costs. They require frequent maintenance from the inside of the building, which is limited as to the effectiveness of glazing and caulking.

**Start Date:** 7/1/06

**End Date:** 8/31/06

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 115,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 115,000

Grant Source (if applicable) :

## ***Capital Project Listing***

**Program Area:** Public Buildings & Facilities

**Project:** Extraordinary Maintenance Projects

**Contact:** McCue

**Description:** To make needed repairs, replacements and some repainting throughout the schools.

**Justification:** The School Department's Life Cycle Facility Maintenance and Repair Forecast recommends this work as part of a planned operations, maintenance and replacement schedule for the entire physical plant of the school system.

**Impact:** Completion of the project will ensure continuous operation of the facilities and will avoid more costly emergency repairs if deferred.

**Start Date:** 7/1/06

**End Date:** 6/30/07

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 0	\$ 150,000	\$ 0	\$ 0	\$ 150,000

Grant Source (if applicable) :

# PARKS AND OPEN SPACE

## Overview FY 2007-2011

The City continues its partnership with non-profits, open space advocates and private recreation leagues to serve the City's residents by expanding and enhancing recreation and education opportunities. The on-going program of restoration and expansion of parks and open spaces continues to provide local residents with improved and modern facilities designed to accommodate a mix of age groups, uses and levels of ability.

The City has four citywide parks with recreational facilities, two of which were completely reconstructed as part of the school building projects. The school building project also greatly expanded the number of recreational opportunities now existing locally. Eleven neighborhood parks, playgrounds and play lots of various sizes, including a historic cemetery and several historic public squares add, to the City's inventory of parks and open space. An envisioned Chelsea waterfront open space system, parts of which already exist, is planned for future implementation through incremental design and development. Some of these parks and facilities need improvements to be brought to current safety and accessibility standards.

Historically, park funding has been derived almost exclusively from grants, which limited the City's ability to make planned improvements. In the recent past, an annual funding commitment in the CIP, supplemented by State funds, provided a funding base and greatly accelerated improvements to the overall park system.

Initiatives by the Massachusetts Historic Commission and the Department of Environmental Management for the preservation of historic landscapes also offered opportunities to accomplish improvements to our historic spaces.

Recognizing the constraints in the existing park system, the City advanced initiatives that resulted in the construction of an artificial turf field at the Chelsea Memorial Stadium, the construction of a new tot lot on a former brownfield and the renovation of two Chelsea Housing Authority tot lots. In addition to providing better quality "play" at the CHA tot lots, the new artificial field expanded the stadium's use by 17-times, from an estimated 250 hours per year to 4,400 hours per year.

To support additional planning and programming support, the City is updated its five-year Open Space Plan. The new plan identifies and prioritizes action items for implementation, and makes the City eligible to apply for grants through the year 2008.

In addition to parks, the importance of open space and pleasant streetscapes to enhance the livability of local neighborhoods continues to be seen as a way of improving a neighborhood's appearance and connecting parks and open spaces to each other. The city's look and feel can be enlivened dramatically by attention to streetscapes and street trees. As indicated in the City's Open Space Plan Update, providing sidewalk and street tree amenities to roadway projects will continue to be a priority, as will a stand-alone program for street trees.

## Challenges FY 2007-2011

FY'06 Parks and Open Space initiatives will build upon the priorities set forth in the FY'03 new Open Space Plan Update. The project will focus on maintenance and rehabilitation of existing open space facilities and the management of these facilities to maximize recreation opportunities. The projects will also improve the appearance of neighborhood open spaces and provide connections between neighborhoods. The chief priority is to integrate open space into the fabric of the city so that all new planning and development initiatives

acknowledge its inclusion as a component of the activity.

Given the constraints on the City's open space and recreational resources and the limitations that the City faces in developing new parkland, the City must continue to work to manage existing facilities in order to optimize their use. To further this goal, the City includes opportunities for various age groups in all its

## PARKS AND OPEN SPACE

### Challenges FY 2007-2011 (continued)

park design. In addition, the City has hired a full-time Community Schools director. The director has developed programs to make the Community Schools programs more accessible to a greater number of City residents.

The update to the City's Open Space Plan provides a framework for promoting use of the City's recreation facilities and a plan for management of the City's parks. Implementation of the plan, which has already begun, is a priority.

The City's efforts at building lines of communication to anticipate the recreational needs of local residents through more interactive planning processes has resulted in the establishment of constituencies to care for parks and has improved the City's ability to

compete for grants. The City must continue to foster this communication and to build upon it in order to involve more local residents and businesses in the process. Building bridges between recreational programs in the public park system, and those offered through local non-profits and after-school programs will continue to bring age appropriate activities to everyone in the community.

The City's park and open space system must continue to be an essential part of a vibrant and healthy community. The City will continue to refine open space priorities, and set new goals to realize the vision for a quality open space system in Chelsea.



# PARKS AND OPEN SPACE

## Goals FY 2007-2011

Chelsea's open space must be maximized to:

- ◆ Provide active and passive recreational opportunities suited to urban population;
- ◆ Resolve conflicts among those competing to use open space that is available;
- ◆ Take advantage of the city's environmental, historic, and scenic resources, and
- ◆ Integrate the open space system into the city fabric to help link neighborhoods, provide buffers against incompatible uses and add value to surrounding properties.

The City's recreation facilities need to be assessed and updated:

- To monitor the condition of existing facilities;
- To meet code requirements, and
- To address changes in recreation demand.

## Programs FY 2007-2011

The programs included in the Open Space Program area allow the City to better maintain its existing open space while also providing the resources to increase recreational opportunity to other parcels in the city. The programs also provide for the enhancement of the city's streetscape features through landscaping. Specific programs include:

- ◆ Continue to implement the Five Year Action Plan contained in the City's Open Space and Recreation Plan (FY 2003 – 2008) to guide development of the park system;
- ◆ Initiate a Comprehensive Maintenance Program for all City open space and recreation facilities, coordinated with the school playground and playfield facilities;
- ◆ Renovate of community parks and open space to improve recreation opportunities and enhance the quality of life for the city's residents, and
- ◆ Install street trees and other features to enhance the city's streetscape and to provide amenities for pedestrians.

## Projects FY 2007-2011

The Open Space Program area will focus on making the following types of enhancements over the next five years:

- ◆ Renovating playing fields, basketball and tennis courts, and playground areas at existing parks to address the most pressing safety concerns and community needs in the park system;
- ◆ Assessing ongoing open space needs as they pertain to recreation and resource (passive) opportunities;
- ◆ Purchasing and installing of street trees to improve neighborhood streets and City parks;
- ◆ Enhancing existing open spaces to improve recreational opportunities, and
- ◆ Updating the Open Space and Recreation Plan, as needed, to maintain the City's eligibility for open space and recreation funding.

# PARKS AND OPEN SPACE

## FY'07 Projects

Facilitated by the CIP with guidance from the City's Open Space Plan, the local park system has undergone an expansive development program. In FY'06, the park work program included two projects: i) Four Playground Surface Improvement Project, and ii) Cipiella Park renovations. The Four Playground project upgrades the play surfaces surrounding the playground structures with a manufactured rubber surface at Highland Park, Bellingham Hill Park, O'Neill Tot Lot and Polonia Park. The City has adopted the rubber surface as the standard for safe playgrounds in Chelsea and this project will bring all of the playgrounds into compliance with the standard. The Cipiella Park renovations bring a fresh look to a neighborhood pocket park where the garden is tended by neighborhood residents but the physical structures are almost 30 years old.

During FY'06, a new open space opportunity was realized as a result of the redevelopment of the Parkway Plaza site, and the permitting of a new development at the former American Chemical and Finish facility at 1012 Broadway with the design of the River Walk along Mill Creek. The Parkway Plaza portion of the Riverwalk follows the contours of the Mill Creek with connections through the development to the neighborhoods, and will be complete by summer 2006. A planned connection to the adjoining property at 1012 Broadway will be constructed in 2007 as part of this new mixed use commercial development thereby creating a continuous walkway from Broadway to Locke Street. Future plans include a one-acre public park adjoining the River Walk that in its entirety creates a second waterfront park; the other is the Mary O'Malley Park at Admirals Hill that is owned by the State.

In recent years, the Capital Improvement Program has supported an extensive system of improvements to the City's open space system, and resulted the complete overhaul and modest additions to the system, including the:

- ◆ Renovation of Quigley Park, Polonia Park, Highland Park, Bossom Park, and Voke Park;
- ◆ Expansion of the park system with new parks at Bellingham Hill Park, Eden Park, and the Mace Tot Lot;
- ◆ Installation of Pedestrian Walkway at the Highland Street slope;
- ◆ Reconstruction of the tot lots at the Chelsea Housing Authority's Innes and Fitzpatrick Developments;
- ◆ Construction of an artificial turf field at Chelsea Stadium, in cooperation and through funding support of Metro Lacrosse and the National Football League;
- ◆ Completion of an historic building and site inventory, which includes residential and industrial/commercial structures;
- ◆ Renovation of Winnisimmet Square and the historic fountain;
- ◆ Completion of the first phase of the Garden Cemetery Preservation Plan detailing the placement and names of the burial markers;
- ◆ New streetscape improvements and new street trees, and
- ◆ Completion of the Open Space Plan 2003 Update;

This upcoming year, the City's major parks project is the transfer of a MassPort owned grassed lot at the corner of Chestnut and Fifth Street for conversion to a gated playground for neighborhood kids. The CIP funding request represents the City's matching funds as the City will compete for a State grant in early '07.

Other park activities will include the planning and design of the aforementioned waterfront park at Parkway Plaza continuous to the River Walk, in conjunction with neighborhood residents and community activists.

## ***Capital Project Listing***

### **Program Area: Parks & Open Space**

#### **Project: Annual City Park Renovations**

**Contact:** DePriest

**Description:** Remove wood chips and replace with approximately 1527 sq ft of rubber surface in children's play area at Bellingham Hill Park. Remove wood chips and replace with approximately 1866 sq ft of rubber surface at Polonia Park. Remove existing rubber surface and replace with approximately 1000 sq ft of rubber surface at O'Neil Park.

**Justification:** The wood chip surface does not provide adequate protection when children fall and can hide dangerous materials such as broken glass. The existing rubber surface at O'Neil Park is old and has outlived its useful life. It has pulled away from the curbing, has sunk and is brittle.

**Impact:** The park will continue to require annual maintenance. New surfaces require less maintenance than the existing older surfaces.

**Start Date:** 7/1/06

**End Date:** 6/30/07

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### **Project Cost:**

**FY2007**

<b>General</b>	<b>Water/Sewer</b>	<b>Operating</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
<b>Obligation Bond</b>	<b>Enterprise Bond</b>	<b>Budget</b>			
\$ 70,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 70,000

Grant Source (if applicable) :



# PUBLIC SAFETY

## Overview FY 2007-2011

Perceptions about safety are as important as actual crime statistics. Local residents and visitors often judge their sense of personal safety by factors that have little to do with victimization rates or arrest statistics. The City must confront the challenges of perceptions and realities of public safety and deal with the myriad of factors that can affect personal safety and quality of life.

Over the past few years, infrastructure supporting the Police and Fire Departments has helped led to even better local service to the public. The addition of new officers, commitment to neighborhood-based problem-solving partnerships, the rehabilitation of the Park Street Police Station and the acquisition of new technologies have dramatically changed the Chelsea Police Department. The Fire Department has seen a

substantial upgrade of its infrastructure, both of buildings and equipment. The implementation of Emergency 911 is another visible sign of positive change.

The introduction of a full-time Emergency Management Director and the establishment of an Emergency Operations Center and Mobile Command Unit have similarly led to substantial gains in that service area.

Continued public safety improvements are an essential element of the local revitalization strategy. In order to retain current and attract new homeowners, business owners, and others, the City must continue to enhance Police, Fire and Emergency Management services.

## Challenges FY 2007-2011

Public safety serves the City 24 hours a day, seven days a week. Police, fire and emergency management personnel provide the most essential services of the City; protecting the lives and property of the City's residential and business communities.

While protection is the primary goal, public safety agencies are also being asked to act as agents of change to improve the quality of life in each of the city's

neighborhoods. As such, public safety officials must have the resources to develop and implement new procedures while maintaining their traditional roles. To accomplish all that is asked, the City must provide public safety officials with access and training to the newest of technologies in the most up-to-date facilities in order to maximize their resources strengthen their capabilities and enhance their effectiveness.

# PUBLIC SAFETY

## Goals FY 2007-2011

The maintenance of a safe and secure climate within the city is vital to the community's revitalization. Capital improvements will help to ensure the safety and well being of residents, visitors and workers through efforts designed to reduce fear, increase safety levels and respond to any public safety emergency. To accomplish this, the City must:

- ◆ Invest in the acquisition of technological improvements that increase the City's ability to provide reliable and capable police and fire services;
- ◆ Enhance public safety communications facilities to assure accurate and dependable information transmission;
- ◆ Upgrade the physical plants of all public safety agencies, and
- ◆ Provide thorough training so that personnel are equipped to meet ever-increasing challenges.

## Programs FY 2007-2011

The City seeks to provide local public safety officials with the necessary resources to successfully carry out their duties. These projects will in part be guided by the following:

- ◆ Complete and implement a master plan for the replacement of fire fighting rolling stock, and
- ◆ Conduct a technology assessment to maximize efficient computer and telecommunications operations and ensure that complementary equipment and systems exist between the Police, Fire, Emergency Management Departments and City Hall.

## Projects FY 2007-2011

Investment in the Public Safety Program area will focus on the following areas over the next five-year period:

- ◆ Upgrade the Fire Stations and Public Safety building systems to modernize the facilities and improve operations, and
- ◆ Undertake technological improvements to link the City's public safety and administrative functions.

# PUBLIC SAFETY

## FY'07 Projects

The Public Safety Program area is designed to expand the responsiveness and effectiveness of the City's Public Safety Departments.

In FY'07, Public Safety will:

- ◆ Acquire a new vehicle for the Fire Department Chief;
- ◆ Acquire Bunker Gear.

## ***Capital Project Listing***

**Program Area:** Public Safety - Fire

**Project:** Bunker Gear

**Contact:** Siewko

**Description:** Replacement of gear on an ongoing three (3) year plan.

**Justification:** The gear serves as critical protection for firefighters against heat, flame, hazardous materials and blood-borne pathogens. This bunker gear meets all NFPA requirements as specified. The acquisition allows for a back-up set for each firefighter after fire, hazmat incidents and medical emergencies. This is also necessary to allow a set to be sent out for decontamination after such emergencies.

**Impact:** Bunker gear is directly related to the safety of firefighters while performing emergency operations in hostile environments. The protection of firefighter's health and safety reduces injury due to exposure which can impact health costs and on duty time loss on the job.

**Start Date:** 7/1/06

**End Date:** 12/31/06

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 31,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 31,000

Grant Source (if applicable) :



## ***Capital Project Listing***

**Program Area:** Public Safety - Fire

**Project:** Chief's Car – Trail Blazer

**Contact:** Siewko

**Description:** Replacement of 1997 vehicle

**Justification:** The Department CIP plan calls for replacement of emergency vehicles other than fire apparatus every five (5) years such as the Chief's Car, Command Car, (3) Fire Prevention units, Mechanics Truck, K2 and H1. The Chief of Department is on duty 24 hours a day and 365 days a year. The Chief must be available to respond to emergency incidents with a dependable vehicle in any kind of weather. The Chief's Car will be nine (9) years old in FY 06.

**Impact:** These vehicles are currently maintained on a regular scheduled maintenance program. However, the cost of maintenance due to age, use and emergency service response have a demonstrated history of escalating increased maintenance and repair cost after five (5) years. New vehicles are covered with warranties, which is cost effective.

**Start Date:** 7/1/06

**End Date:** 12/31/06

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 44,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 44,000

Grant Source (if applicable) :



# EQUIPMENT ACQUISITION

## Overview FY 2007-2011

The Public Works Department has in its inventory of rolling stock and equipment, thirty-six in-service pieces consisting primarily of light and medium duty trucks that have an average age of six years. The current value of this inventory is over \$1,300,000, with approximately 65% of this value reflecting purchases over the last five years. The new replacement value of the vehicles and over-the-road equipment is more than \$1,500,000. In 1992, approximately 78% of the fleet was over 10 years in age, with many in poor operational condition creating a negative effect on the department's operating budget. Now over 60% of the DPW fleet is five years old or newer.

To more effectively present the purchase of all City equipment, this program area now also contains

upgrades and improvements to the City's computerized information systems. These purchases were previously found in the Public Buildings and Facilities program area.

The past five years of CIP investment in technology has enabled the City to provide an increasing level of service to all those who interact with the City. In FY'07 this trend will continue with the focus on upgrading the City's Inspectional Services Department technology.

## Challenges FY 2007-2011

The continuing challenge is to keep the existing rolling stock and equipment in good running condition without extraordinary repair of major components prior to vehicle or equipment replacement. Annually, a fleet review is conducted to predict which vehicles or equipment would be candidates for replacement in the immediately following fiscal year or budget cycle.

In the coming years, routine capital purchases for rolling stock and equipment will be part of the department's operational budget. Because the City has made great strides to stabilize and improve the cycle for purchasing rolling stock and equipment, less of these items will be candidates for the CIP. In the future, only larger non-routine capital equipment purchases will be reflected in the CIP.

# EQUIPMENT ACQUISITION

## Goals FY 2007-2011

The goal of the Equipment Acquisition area is to:

- ◆ Maintain a regular, scheduled program of equipment replacement to minimize service interruptions due to the failure of aging equipment;
- ◆ Provide a consistently high level of equipment reliability;
- ◆ Ensure that equipment used by City employees incorporate the highest standards of safety available on the market;
- ◆ Lower the current average age of the City's fleet to achieve cost savings, and
- ◆ Promote the use of technology in order to improve workforce efficiencies.

## Programs FY 2007-2011

Several major new program initiatives have been implemented to manage the City's equipment, technology and rolling stock, including:

- ◆ The operational improvement program manages fuel distribution and maintenance expense tracking. This has been achieved, in part, through outsourcing of fuel purchases and updating of vendor supplies and repair billing software;
- ◆ The Department's vehicle assessment program determines total cost of ownership, which is a big factor in projecting replacement cycles. It includes purchase or replacement cost, maintenance costs life-to-date, current and depreciated value or residual value at the time of replacement. Older models cost more to maintain than newer vehicles. Records are maintained to show the unit cost, depreciation, miles driven, and maintenance cost life-to-date. This snapshot of total cost of ownership and vehicle condition goes a long way in determining if the vehicle is a good candidate for replacement. FY'05 was the start of this process for the DPW replacing the first two trucks acquired under the capital improvement program, and
- ◆ To upgrade IT Services and associated equipment.

## Projects FY 2007-2011

Projects over the next five-year period will focus on:

- ◆ Identify vehicles and over-the-road equipment pieces that are beginning to require extraordinary maintenance, in order to schedule cost-effective replacement. Replacement should be targeted to occur just before unit becomes high-maintenance or gets "too old";
- ◆ GIS: update aerial imagery, providing service delivery and planning units with detailed, recent City land-use data; GPS unit to accurately plot resources (trees, traffic lights, etc.) and parcel data for use in strategic planning;
- ◆ Implement a telephony (Voice over IP) system. Changes in service delivery models and communication needs necessitate an update to the City's telecommunications system and infrastructure, and will produce a reduction in costs. Savings will result from elimination of Centrex lines, consolidation of services and leveraging of the data network, and
- Implement point of inspection technology. The technology will result in inspectors becoming more efficient in completing transactions in the field eliminating the need to return to the office for data entry. Also, departmental files will be imaged providing easy access to City Hall personnel as well as the public.
- Purchase a cab and chassis with plow for the Department of Public Works inventory of rolling stock. The cab and chassis will replace the existing equipment which is used daily.

# EQUIPMENT ACQUISITION

## FY'07 Projects

FY'07 projects will include:

- ◆ Point of inspection technology and imaging.
- ◆ Rolling stock-chassis with plow.

## ***Capital Project Listing***

**Program Area:** Equipment Acquisition

**Project:** Inspectional Services Technology Initiative

**Contact:** Cooney

**Description:** To allow inspectors to complete data entry at point of collection, thus allowing inspectors more time in the field

**Justification:** Inspectors spend a great deal of time in the office; With this technology, inspectors can complete inspections without having to come back to complete data entry. Also, department files will be imaged as part of the initiative. The inspectors will have access to department files while in the field.

**Impact:** There will be an approximately \$11,000 yearly maintenance charge.

**Start Date:** 7/1/06

**End Date:** 6/30/07

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 47,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 47,000

Grant Source (if applicable) :

## ***Capital Project Listing***

**Program Area:** Equipment Acquisition

**Project:** Rolling Stock

**Contact:** Sacca

**Description:** Purchase of one International cab and chassis with plow for the Department's packer (\$88,000.00).

**Justification:** The Public Works Department has in its inventory of rolling stock and equipment thirty five in-service pieces consisting primarily of light and medium duty trucks with an average age of slightly less than ten years. The current value of this inventory is over one million dollars, with approximately 76% of this value reflecting purchases over the last four years, down slightly from 77% in 2003, but up slightly from 75% in 2004. The new replacement value is approximately \$1,520,000. In FY06, we purchased one replacement MADVAC and one truck with plow.

**Impact:** The Department's vehicle assessment program has established an historical database and comprehensive evaluation of the condition of each piece of equipment, its useful life, replacement value, and service demand projections. This helps us to ensure that the existing rolling stock is kept in good and safe running condition without extraordinary repair costs associated with age and wear. The City's trash packer, which has been used every day until recently, is in seriously deteriorated condition. The frame is rusted and is unsafe to operate. The cost to replace this packer is about \$86,000, but the packer body is relatively new and we can replace the cab and chassis with a plow package for \$88,000, including the installation of the existing packer body on the new chassis.

**Start Date:** 7/1/06

**End Date:** 11/1/06

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### **Project Cost:**

**FY2007**

<b>General</b>	<b>Water/Sewer</b>	<b>Operating</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
<b>Obligation Bond</b>	<b>Enterprise Bond</b>	<b>Budget</b>			
\$ 88,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 88,000

Grant Source (if applicable) :





# CIP ADMINISTRATION AND CONTINGENCY

## Overview FY 2007-2011

Since the inception of a formal capital planning process in FY'97, CIP planners recognized the necessity of incorporating a modest allocation for administrative support and an allocation for project contingency to cover any project budget overruns or unexpected project expenses. This allocation is generally funded from the Operating Budget.

Typically, the City has committed from \$75,000 to \$170,000 of the Operating Fund to administration and project contingency activities. In FY'04 that trend was reduced to funding the administrative and project manager role only. This is reflective of a smaller total amount being spent and believed to be the minimal effort necessary to ensure the advancement of the CIP program.

## Challenges FY 2007-2011

Over the past few years, the City has gained a greater understanding of the management of the CIP. In particular, the City and its project managers have come to recognize the value of advance study and investigation in helping to scope the extent of a project. Assessment is directly related to the ability to manage a project and control the cost of the project. Overall, this has translated into an emphasis on generating a

programmatic approach to identify and prioritize projects.

This approach will help to improve project delivery and control budget costs, thereby reducing administrative efforts for project delivery and diminishing the amount of project contingency funds.

# CIP ADMINISTRATION AND CONTINGENCY

## Goals FY 2007-2011

The goal of the CIP Administration and Contingency program area is to:

- ◆ Provide adequate staffing to plan for projects in the CIP and ensure their timely implementation.

## Programs FY 2007-2011

Several major new program initiatives have been developed to improve efficiencies in the program area, including:

- ◆ Development of a system-wide assessment program to ensure that adequate resources have been committed for long-term planning in all eight of the program areas, and
- ◆ The project database tracking system to ensure a more detailed performance reporting system, so that any delays in implementation may be addressed early and possibly averted.

## Projects FY 2007-2011

Projects over the next five-year period will focus on:

- ◆ Reviewing the management of the CIP program to identify improved programmatic and operational efficiencies;
- ◆ Continuing the integration of the CIP project financing with the City financial system to improve expenditure reporting and tracking. This will also help to reduce administrative efforts and streamline project scheduling, and
- ◆ Bringing in house the database tracking system along with established reporting.

## CIP ADMINISTRATION AND CONTINGENCY

### FY'07 Projects

FY'07 projects in this program area will result in the following allocation of funds:

- ◆ The full amount of \$84,000 is dedicated to CIP administrative costs, including the salary of the CIP Project Manager, who is responsible primarily for managing CIP funded construction activities in the Public Works Department. No contingency funding is provided in this year's CIP. To the extent that such may be required, City officials will seek savings in other program areas for FY'07 or from other projects funded in previous years.

## ***Capital Project Listing***

**Program Area:** Administration & Contingency

**Project:** CIP Management and Contingency

**Contact:** Tenaglia

**Description:** Provides for CIP management and the administrative costs associated with the production and reporting of the various capital plan documents.

**Justification:** The management and reporting of the CIP is a critical component to the formation of future capital plans and provides oversight for those projects already in progress. Through effective management and reporting, costly project overruns are avoided. Furthermore, the CIP management and various reporting ensure that resources are used wisely.

**Impact:** The active monitoring of project progress and costs has resulted in several projects completing under budget freeing up funds for unexpected developments as they arise.

**Start Date:** 7/1/06

**End Date:** 6/30/07

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### **Project Cost:**

**FY2007**

<b>General Obligation Bond</b>	<b>Water/Sewer Enterprise Bond</b>	<b>Operating Budget</b>	<b>Grant</b>	<b>Free Cash</b>	<b>Total</b>
\$ 0	\$ 0	\$ 84,000	\$ 0	\$ 0	\$ 84,000

Grant Source (if applicable) :

## Capital Plan Source by Program Area - FY'07

	Free Cash	GO Bond	Water/Sewer Bond	Operating Budget	Grant	Total
Utility Enhancements	\$0	\$0	\$2,497,000	\$75,000	\$3,286,000	\$5,858,000
Surface Enhancements	\$0	\$58,000	\$0	\$0	\$1,548,500	\$1,606,500
Public Buildings & Facilities	\$0	\$315,000	\$0	\$150,000	\$0	\$465,000
Parks & Open Space	\$0	\$70,000	\$0	\$0	\$0	\$70,000
Public Safety - Fire	\$0	\$75,000	\$0	\$0	\$0	\$75,000
Equipment Acquisition	\$0	\$135,000	\$0	\$0	\$0	\$135,000
Administration & Contingency	\$0	\$0	\$0	\$84,000	\$0	\$84,000
<b>Grand Total:</b>	\$0	\$653,000	\$2,497,000	\$309,000	\$4,834,500	\$8,293,500

# Capital Plan Source by Project - FY'07

**Program Area:** Utility Enhancements

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Carter Street Pump Station Phase III	\$ 0	\$ 0	\$ 20,000	\$ 0	\$ 0	\$ 20,000
Carter Street Sewer Replacement	\$ 0	\$ 0	\$ 700,000	\$ 0	\$ 0	\$ 700,000
Crescent Avenue Infrastructure Reconstruction	\$ 0	\$ 0	\$ 1,327,000	\$ 0	\$ 2,091,000	\$ 3,418,000
Fourth Street Water Main Replacement	\$ 0	\$ 0	\$ 0	\$ 0	\$ 40,000	\$ 40,000
Gerrish Neighborhood District Improvements	\$ 0	\$ 0	\$ 0	\$ 0	\$ 960,000	\$ 960,000
Highland Street Drainage Outfall - Phase I	\$ 0	\$ 0	\$ 300,000	\$ 0	\$ 195,000	\$ 495,000
N.E. Produce Center Water Meters	\$ 0	\$ 0	\$ 150,000	\$ 0	\$ 0	\$ 150,000
Sewer Manhole Installations	\$ 0	\$ 0	\$ 0	\$ 75,000	\$ 0	\$ 75,000
<b>Program Area Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 2,497,000</b>	<b>\$ 75,000</b>	<b>\$ 3,286,000</b>	<b>\$ 5,858,000</b>

# Capital Plan Source by Project - FY'07

**Program Area:** Surface Enhancements

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Arlington and Everett Avenue	\$ 0	\$ 35,000	\$ 0	\$ 0	\$ 0	\$ 35,000
Beacon Street	\$ 0	\$ 0	\$ 0	\$ 0	\$ 16,500	\$ 16,500
Bellingham Street	\$ 0	\$ 0	\$ 0	\$ 0	\$ 85,000	\$ 85,000
Crescent Avenue	\$ 0	\$ 0	\$ 0	\$ 0	\$ 350,000	\$ 350,000
Gerrish Avenue - Interim Upgrade	\$ 0	\$ 0	\$ 0	\$ 0	\$ 170,000	\$ 170,000
Gerrish Neighborhood Improvements -Phase I	\$ 0	\$ 0	\$ 0	\$ 0	\$ 650,000	\$ 650,000
Library Street	\$ 0	\$ 0	\$ 0	\$ 0	\$ 277,000	\$ 277,000
Tudor Street	\$ 0	\$ 23,000	\$ 0	\$ 0	\$ 0	\$ 23,000
<b>Program Area Total</b>	<b>\$ 0</b>	<b>\$ 58,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,548,500</b>	<b>\$ 1,606,500</b>

# Capital Plan Source by Project - FY'07

**Program Area:** Public Buildings & Facilities

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
City Hall Roof Line Terra Cotta - Phase II	\$ 0	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 200,000
City Hall Skylight Replacement	\$ 0	\$ 115,000	\$ 0	\$ 0	\$ 0	\$ 115,000
Extraordinary Maintenance Projects	\$ 0	\$ 0	\$ 0	\$ 150,000	\$ 0	\$ 150,000
<b>Program Area Total</b>	<b>\$ 0</b>	<b>\$ 315,000</b>	<b>\$ 0</b>	<b>\$ 150,000</b>	<b>\$ 0</b>	<b>\$ 465,000</b>



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## Capital Plan Source by Project - FY'07

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**Program Area:**    Parks & Open Space

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Annual City Park Renovations	\$ 0	\$ 70,000	\$ 0	\$ 0	\$ 0	\$ 70,000
<b>Program Area Total</b>	<b>\$ 0</b>	<b>\$ 70,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 70,000</b>

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# Capital Plan Source by Project - FY'07

**Program Area:** Public Safety - Fire

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Bunker Gear	\$ 0	\$ 31,000	\$ 0	\$ 0	\$ 0	\$ 31,000
Chief's Car – Trail Blazer	\$ 0	\$ 44,000	\$ 0	\$ 0	\$ 0	\$ 44,000
<b>Program Area Total</b>	<b>\$ 0</b>	<b>\$ 75,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 75,000</b>

# Capital Plan Source by Project - FY'07

**Program Area:** Equipment Acquisition

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Inspectional Services Technology Initiative	\$ 0	\$ 47,000	\$ 0	\$ 0	\$ 0	\$ 47,000
Rolling Stock	\$ 0	\$ 88,000	\$ 0	\$ 0	\$ 0	\$ 88,000
<b>Program Area Total</b>	<b>\$ 0</b>	<b>\$ 135,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 135,000</b>

## Capital Plan Source by Project - FY'07

**Program Area:** Administration & Contingency

<b>Project Name</b>	<b>Free Cash</b>	<b>GO Bond</b>	<b>Water/Sewer Bond</b>	<b>Operating</b>	<b>Grant</b>	<b>Total</b>
CIP Management and Contingency	\$ 0	\$ 0	\$ 0	\$ 84,000	\$ 0	\$ 84,000
<b>Program Area Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 84,000</b>	<b>\$ 0</b>	<b>\$ 84,000</b>

	<b><u>Free Cash</u></b>	<b><u>GO Bond</u></b>	<b><u>Water/Sewer Bond</u></b>	<b><u>Operating</u></b>	<b><u>Grant</u></b>	<b><u>Total</u></b>
<b><i>FY'07 CIP Total:</i></b>	<b>\$ 0</b>	<b>\$ 653,000</b>	<b>\$ 2,497,000</b>	<b>\$ 309,000</b>	<b>\$4,834,500</b>	<b>\$8,293,500</b>

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## Capital Plan Source by Program Area - FY'08

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	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Utility Enhancements	\$ 0	\$ 0	\$ 5,385,000	\$ 50,000	\$ 255,000	\$ 5,690,000
Surface Enhancements	\$ 0	\$ 0	\$ 0	\$ 0	\$ 377,000	\$ 377,000
Public Buildings & Facilities	\$ 0	\$ 45,000	\$ 0	\$ 0	\$ 0	\$ 45,000
Parks & Open Space	\$ 0	\$ 0	\$ 0	\$ 0	\$ 210,000	\$ 210,000
Public Safety	\$ 0	\$ 314,000	\$ 0	\$ 0	\$ 0	\$ 314,000
Equipment Acquisition	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 100,000
Administration & Contingency	\$ 0	\$ 0	\$ 0	\$ 79,000	\$ 0	\$ 79,000
<b>Grand Total:</b>	\$ 0	\$ 459,000	\$ 5,385,000	\$ 129,000	\$ 842,000	\$ 6,815,000

# Capital Plan Source by Project - FY'08

**Program Area:** Utility Enhancements

<b>Project Name</b>	<b>Free Cash</b>	<b>GO Bond</b>	<b>Water/Sewer Bond</b>	<b>Operating</b>	<b>Grant</b>	<b>Total</b>
Blossom Street Infrastructure Project	\$ 0	\$ 0	\$ 2,250,000	\$ 0	\$ 0	\$ 2,250,000
Data Collection by Internal Television Inspection	\$ 0	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 50,000
Heard Street Infrastructure Project	\$ 0	\$ 0	\$ 2,750,000	\$ 0	\$ 0	\$ 2,750,000
Inflow and Infiltration Removal Permitting Requirements	\$ 0	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 100,000
Sewer & Drain GIS	\$ 0	\$ 0	\$ 125,000	\$ 0	\$ 0	\$ 125,000
Storm Water Management Plan	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 255,000	\$ 305,000
Washburn Street Water Main Replacement	\$ 0	\$ 0	\$ 110,000	\$ 0	\$ 0	\$ 110,000
<b>Program Area Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 5,385,000</b>	<b>\$ 50,000</b>	<b>\$ 255,000</b>	<b>\$ 5,690,000</b>

# Capital Plan Source by Project - FY'08

**Program Area:** Surface Enhancements

<b>Project Name</b>	<b>Free Cash</b>	<b>GO Bond</b>	<b><u>Water/Sewer</u> Bond</b>	<b>Operating</b>	<b>Grant</b>	<b>Total</b>
Library Street - Griffin Way Pedestrian Crossing	\$ 0	\$ 0	\$ 0	\$ 0	\$ 42,000	\$ 42,000
Marlboro Street	\$ 0	\$ 0	\$ 0	\$ 0	\$ 335,000	\$ 335,000
<b>Program Area Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 377,000</b>	<b>\$ 377,000</b>

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## Capital Plan Source by Project - FY'08

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**Program Area:** Public Buildings & Facilities

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
City Hall Landscaping	\$ 0	\$ 45,000	\$ 0	\$ 0	\$ 0	\$ 45,000
Program Area Total	\$ 0	\$ 45,000	\$ 0	\$ 0	\$ 0	\$ 45,000

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## Capital Plan Source by Project - FY'08

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**Program Area:**    Parks & Open Space

<b>Project Name</b>	<b>Free Cash</b>	<b>GO Bond</b>	<b><u>Water/Sewer</u> Bond</b>	<b>Operating</b>	<b>Grant</b>	<b>Total</b>
Annual City Park Renovations	\$ 0	\$ 0	\$ 0	\$ 0	\$ 210,000	\$ 210,000
<b>Program Area Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 210,000</b>	<b>\$ 210,000</b>

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## Capital Plan Source by Project - FY'08

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**Program Area:** Public Safety

<b>Project Name</b>	<b>Free Cash</b>	<b>GO Bond</b>	<b><u>Water/Sewer</u> Bond</b>	<b>Operating</b>	<b>Grant</b>	<b>Total</b>
Various Purchases	\$ 0	\$ 314,000	\$ 0	\$ 0	\$ 0	\$ 314,000
<b>Program Area Total</b>	<b>\$ 0</b>	<b>\$ 314,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 314,000</b>

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## Capital Plan Source by Project - FY'08

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**Program Area:**    Equipment Acquisition

<b>Project Name</b>	<b>Free Cash</b>	<b>GO Bond</b>	<b><u>Water/Sewer</u> Bond</b>	<b>Operating</b>	<b>Grant</b>	<b>Total</b>
Various Purchases	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 100,000
<b>Program Area Total</b>	<b>\$ 0</b>	<b>\$ 100,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 100,000</b>

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# Capital Plan Source by Project - FY'08

**Program Area:** Administration & Contingency

<b>Project Name</b>	<b>Free Cash</b>	<b>GO Bond</b>	<b><u>Water/Sewer Bond</u></b>	<b>Operating</b>	<b>Grant</b>	<b>Total</b>
CIP Management & Contingency	\$ 0	\$ 0	\$ 0	\$ 79,000	\$ 0	\$ 79,000
<b>Program Area Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 79,000</b>	<b>\$ 0</b>	<b>\$ 79,000</b>

	<b><u>Free Cash</u></b>	<b><u>GO Bond</u></b>	<b><u>Water/Sewer Bond</u></b>	<b><u>Operating</u></b>	<b><u>Grant</u></b>	<b><u>Total</u></b>
<b><i>FY'08 CIP Total:</i></b>	<b>\$ 0</b>	<b>\$ 459,000</b>	<b>\$ 5,385,000</b>	<b>\$ 129,000</b>	<b>\$ 842,000</b>	<b>\$ 6,815,000</b>

## **TENTATIVE FUTURE CAPITAL PROJECTS**

The Capital Improvement Program is a multi-year fiscal planning document that identifies long-term improvements and provides a program for the prioritization, scheduling and funding of Capital Projects. The development of a CIP is a continual process and, as a result, should result in a plan to be viewed as a “working document.”

In recognition of the dynamic nature of the CIP, the format for the Capital Project Listing for the out years (FY 2009-2011 and beyond) has been modified to facilitate project analysis and selection. Unlike FY’07 and FY’08, no defined link between funding sources and specific projects has been established for the out years.

Tentative future capital projects and their associated estimated costs have been divided into the respective Program Areas. Figures 1 and 2 in the CIP Overview provide an estimate of projected Capital Improvement funding sources and Program Area expenditures for the current fiscal year as well as the out years. The intention of these listings is to provide an overview of the City’s proposed needs and funding sources. The flexibility of this format allows for modifications to the CIP in response to changes in projected funding sources and Program Area needs.

The Tentative Future Capital Projects Listing provides a guideline for the next year’s CIP planning process and the continued development of the City’s CIPs well into the future.

The Tentative Capital Projects Listings are contained on the following pages.

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## **Capital Plan Source by Project - Tentative Future Projects [FY'09-FY'11]**

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### **Program Area: Utility Enhancements**

<b>Project Name</b>	<b>Estimated Cost</b>
Sewer & Drain Improvements in Urban Renewal Area	\$ 1,200,000
Shawmut Street Drainage Outfall Feasibility Study, Design and Construction	\$ 290,000
Shurtleff Street Infrastructure Project	\$ 2,500,000

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## **Capital Plan Source by Project - Tentative Future Projects [FY'09-FY'11]**

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**Program Area: Surface Enhancements**

<b>Project Name</b>	<b>Estimated Cost</b>
Pavement Preservation	\$ 30,000

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## **Capital Plan Source by Project - Tentative Future Projects [FY'09-FY'11]**

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### **Program Area: Public Buildings & Facilities**

<b>Project Name</b>	<b>Estimated Cost</b>
Battery Back Ups - Police	\$ 7,000
City Hall Exterior Door Replacement	\$ 27,000
City Hall Windows and Surrounding Terra Cotta	\$ 3,100,000
Clean/Reseal Exterior Brick -Clark School	\$ 50,000
Computers - Police	\$ 17,000
Exterior Repairs-All Schools	\$ 120,000
Highland and Maverick Parking Street	\$ 150,000
Inspection and Evaluation of City Hall Copper	\$ 50,000
Interior Refurbishing-All Schools	\$ 109,000
Senior Center Automated Entrance Systems	\$ 42,000
Terra Cotta Base Bands & Door Surrounds	\$ 457,000

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# Capital Plan Source by Project - Tentative Future Projects [FY'09-FY'11]

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Program Area: Parks & Open Space

Project Name	Estimated Cost
Annual City Park Renovations	\$ 100,000

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## **Capital Plan Source by Project - Tentative Future Projects [FY'09-FY'11]**

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### **Program Area: Public Safety - Fire**

<b>Project Name</b>	<b>Estimated Cost</b>
Air Refilling Compressor for SCBA	\$ 45,000
Engine #2	\$ 445,000
Hurst Tool & Generator (Tower #1)	\$ 32,000
New Tower Ladder	\$ 900,000
Radio & Chargers Replacement	\$ 20,000
Refurbish Engine Two	\$ 25,000
Replace (2) Fire Prevention Ford Taurus	\$ 60,000
Special Operations Unit	\$ 260,000
Thermal Imaging Cameras	\$ 65,000

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## **Capital Plan Source by Project - Tentative Future Projects [FY'09-FY'11]**

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**Program Area: Public Safety - Police**

<b>Project Name</b>	<b>Estimated Cost</b>
Police Base Station	\$ 25,000
Ricoh Copier	\$ 9,000
Treadmill	\$ 8,000

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## **Capital Plan Source by Project - Tentative Future Projects [FY'09-FY'11]**

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**Program Area: Equipment Acquisition**

<b>Project Name</b>	<b>Estimated Cost</b>
Cashiering Solution with Credit Card and Back Office	\$ 55,000
Imaging of Water and Sewer Files	\$ 33,000
Library IT Infrastructure Upgrade	\$ 160,000
Rolling Stock	\$ 106,000
<b>Total Tentative Future:</b>	<b>\$ 10,498,000</b>